

ORGANIZATIONAL AND STRATEGIC COMMUNICATION RESEARCH GLOBAL TRENDS

ISABEL RUIZ-MORA
GISELA GONÇALVES
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Ficha Técnica

Título

Organizational and Strategic Communication Research:
Global Trends

Organização

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Revisão

Thomas Williams

Editora LabCom.IFP

www.labcom-ifp.ubi.pt

Coleção

Livros de Comunicação

Direção da Coleção

Gisela Gonçalves

Design Gráfico

Cristina Lopes

ISBN

978-989-654-550-5 (papel)

978-989-654-552-9 (pdf)

978-989-654-551-2 (epub)

Depósito Legal

455090/19

Tiragem

Print-on-demand

Universidade da Beira Interior
Rua Marquês D'Ávila e Bolama.
6201-001 Covilhã. Portugal
www.ubi.pt

Covilhã, 2019

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Introduction

Since its inception in 2006, the Organizational and Strategic Communication (OSC) Section of the European Communication Research and Education Association (ECREA) has always sought to promote an active and critical dialogue and inclusive approach among scholars involved in the study of organizational and strategic communication (widely defined). Through our OSC Section conferences we have also endeavoured to engage with new research topics and debate concepts relevant to the interdisciplinary growth of this field of studies. Political disruption is one of the dominant features of our times both at the level of mainstream politics and activist campaigning against corporations. Corporate social responsibility communication and government strategic communication come to the fore in such liminal times. With the selected papers in this volume, we attempt to continue the debate initiated in “Corporate Social Responsibility and Citizen’s Activism in times of political disruption” OSC Section conference hosted and funded by the University of Malaga in February 2018.

In the first chapter ‘Symbolic or real? Sustainability and Corporate Social Responsibility in social media communication in the energy sector: A triangulated approach analysing hashtags and keywords’ Emilia Smolak-Lozano and Adriana Paliwoda-Matiolańska note that social media’s perceived biggest advantages, openness and interactivity, also bring some challenges to CSR communication. Importantly corporations have limited control over CSR information disseminated by other stakeholder groups online. Their study explores whether social media, and Twitter in particular, has produced a significant change in the digital communication strat-

egies towards stakeholders of the energy sector's biggest companies (based on Platts Top 250 Ranking), in terms of the 'humanization' of communication. They find that firms in the energy industry generally implemented passive, ceremonial, and symbolic communication via social media that can be seen as being decoupled from CSR practices. Their research on the energy sector shows that CSR communication in general lacks a dialogical and two-way relational view on communication and there is a rather weak orientation of the companies analysed towards sustainability, with fairly symbolic use of CSR communication in their digital strategies on Twitter. They conclude that communication by the energy sector on sustainability issues on Twitter requires a more dialogical and interactive approach that goes beyond the symbolic image focused on the corporate brand.

In chapter two 'Emerging political actors in the digital age. The case of the Platform for People Affected by Mortgages (Spain)' Leticia Quintona-Pujalte and Antonio Castillo-Esparcia focus in the pressure group campaigning of the civil society organisation the Platform for People Affected by Mortgages (PAH). PHA emerged in 2009, when the real estate bubble exploded in Spain and the country was plunged into one of the worst crises since the transition to democracy in the late seventies. Their study identifies the political actors that manifested themselves in the digital arena in relation to the PAH movement, explores the similarities and differences between these new and traditional political actors and discusses the possible impact of digital spaces on the construction of citizenship in Spain. Their study finds that PAH behaves like a traditional pressure group actors viz-a-viz some other political actors however, they differ from many traditional political actors in that their connection with traditional media is very limited. Quintona-Pujalte and Castillo-Esparcia suggest that they break with traditional notions of political engagement and seek to largely directly challenge their opponents through Twitter messaging strategies and they explore the impact of this on citizen participation.

In the third chapter of our collection 'Positive communication for the development of triple bottom line (TBL) companies' María-Belén Barroso and

Alejandro Álvarez-Nobell discuss the findings and explore the implications of an international research project with researchers from Argentina and Spain. The 'Management of strategic communication in triple impact companies, 2017-2018' compared strategic communication management for the development of (triple bottom line) sustainable companies in Argentina and Spain. Their chapter discusses the key findings of the project including that 'triple bottom line' companies are distinguished by: their objective of creating a positive impact on society and the environment; their certification of transparency, performance and impact standards; and, their interdependence with their community which is manifested by their combination of public interests with their private interests. Therefore, the first results obtained in the research deal with a basic model that has made it possible to determine the properties, dimensions and components of communication management in triple impact companies that we present below. Barroso and Álvarez-Nobell present a model which helps in the identification of the properties, dimensions and components of communication management in triple impact companies.

In chapter four 'Communication strategies that support grassroots movements against anti-environmental policies: Student participation in the creation of Bosque Urbano (Urban Forest) for Málaga', Isabel Ruiz-Mora and Ana-Elizabeth González examine the phenomenon of how grassroots community resistance movements emerged in response to practices, policies, and conditions that citizens judge to be unfair or illegal. They focus on responses of Malaga students to the environmental movement's campaign for an urban forest in Málaga, Spain and how citizens are participating in the communication campaign around this aim. Their findings demonstrate that generally students are not well informed about the campaign and those that are informed play a passive role in the communication campaign which indicates that the communication campaigns of the environmentalists need to be rethought if they are to appeal to this key audience. The authors discuss what a redesigned communication and relational strategy with key stake-

holders, such as students, might look like and draw lessons for how ‘activist PR’ strategies might empower and engage citizens.

In the fifth chapter of this volume ‘Framing energy issues on TV in a climate change scenario’ Carmen del Rocío Monedero-Morales and María Teresa Mercado-Sáez analyse the ‘eco-dominant’ framing linked to environmental issues in coverage of energy policies. Their research traces the process by which energy issues were addressed by tradition media ‘information programmes’. Their findings suggest that the range of topics that are dealt with on debate and weekly magazine programmes enables energy issues to be included to a greater extent than on programmes that focus on daily political activity. The energy debate receives greater coverage from a social perspective related to human interest and/or tragic events or from a critical-satirical perspective in order to complain. They also find that the traditional media programming they analysed is dominated by ‘eco-indifferent’ framing and the total absence of eco-radical framing is striking. Additionally the absence of specialized journalists on talk-shows and the scarce presence of experts or ecologists means there is little critical analysis of the political economy context of energy issues in Spanish society.

In chapter six ‘Online radio broadcasts: the strengths of independence and key points in their consolidation. The case of Carne Cruda, Radiocable and El Extrarradio in Spain’ Silvia Olmedo-Salar and Paloma López-Villafranca examine independent online radio in Spain as an alternative to the conventional radio model. They examine the key features that have helped consolidate these independent projects, analyse the role of crowdfunding in their economic viability and explore their relationship with listeners. They find that crowdfunding allows media professionals to create their own organizations and develop their professional projects with freedom, trying to exercise their social function and service to citizens, and crowdfunding has become a fundamental source of funding. They conclude that the stations that receive more funding are those that have also had cross subsidy from other mainstream media and additionally benefit from the presence of the professionals of these mainstream stations.

Chapter seven ‘Multimedia Approaches to Resilience and Education: An ‘educommunication’ experience at the University of Malaga’ by Florencio Cabello Fernández-Delgado and María Teresa Rascón-Gómez describes the design, development and outcomes of the innovative education project at the University of Malaga, Spain (2015/2017). The chapter discusses issues such as social transformation, cooperative learning and audio-visual production. Their analysis of the project reflects on the processes of social exclusion and resilience experienced by children and youth in Malaga and how student produced their own multimedia narratives on this subject. They conclude that the project was successful for the student participants who had the opportunity to make contact with social exclusion situations experienced by children and youth in Malaga, and to become involved in the socio-educational processes that combat this exclusion.

In chapter eight ‘Stickers on politics: The power of a brand is its weakness – a case of activism and subvertising’ Ana Melo and Sara Balonas discuss an anonymous activist campaign involving stickers strategically placed throughout the city in the summer of 2017, transforming “Porto” into “Morto”, which means literally “Dead”. They argue that this is an example of the strategy of ‘subvertising’, which in this case involved the perverting of the original message of the city’s logo. The campaign provoked a response on Facebook by the mayor of Porto and triggered a political and civic controversy. Melo and Balonas’ study focuses on analysing the main messages present on the Facebook page of Porto’s mayor, Rui Moreira, including the mayor’s post and the comments that followed. Their study raises some key issues related to the interaction between the brand of the city of Porto, its citizens and the institutions that represent them, namely the mayor. It also leads to reflections on politicians’ relationships with social media and the potential they can have to ignite debate and engage different stakeholders in discussions of marginal issues and make them more central to mainstream politics, whether unintentionally or as part of an intricate strategy in a pre-election environment. They conclude that when citizens use (and

reuse) a territorial brand, they take over its ownership, making it a democratic communication asset and therefore adding intangible value to it.

Chapter nine of the collection ‘The feminization of politics and its influence on organizational communication strategy: A case study’ is by Ainara Larrondo-Ureta and Julen Orbegozo-Terradillos. Larrondo and Orbegozo observe that the issue of gender equality is not reflected well in the communications of Basque political parties, at least not in communications that are directed to the main social media platforms. They suggest that the external communication strategy of Basque parties needs to focus more specifically on articulating gender perspectives and on more female presence in the communication activities of the parties. Specifically in regard to Twitter and Facebook Larrondo and Orbegozo note, it is clear that the Basque parties are lacking a coherent approach to gender balance and gender mainstreaming. The authors conclude that the results of their study also lend themselves to opening up broader discussions around the tensions generated within political formations between the messages the women candidates want to transmit and those the party wants to transmit, and how this is negotiated in relations to political ‘brand’ loaded with traditions and values and, ultimately, ideology.

Chapter ten, ‘The US presidential campaign from a European viewpoint: The power of visuals’ by Carlos de las Heras-Pedrosa, Carmen Jambrino-Maldonado, Patricia Iglesias-Sánchez and Jairo Lugo-Ocando focuses on the role of visual content in a study of European newspaper coverage of US President Trump. This trans-European study analyses articles from eight digital newspapers in four countries to explore the impact of visuals and dramatization on the European press. The authors note the paradox of progressive newspapers devoting more articles to Trump than conservative newspapers and the interesting fact that while the headlines in these left-leaning newspapers were negative the accompanying visuals were positive in most cases. Whatever the reasons for this they point to the irony of the visuals prepared by Trump’s press office being reproduced by the progressive media and thereby contributing to giving Donald Trump greater

visibility in Europe. They conclude that their findings point to the important reality that the editors of the newspapers and the journalists responsible for writing the news stories did not pay enough attention to the value of visuals.

The final chapter of the book, chapter 11, by Gisela Gonçalves, Nathalia de Pinho Pereira and Bianca Persici Toniolo, ‘Professional associations or activists? The case of CONFERP in the defence of a Public Relations ethical identity in Brazil’ discusses the ethics of public relations in the light of codes of conduct developed by professional associations of public relations, in particular Global Alliance’s New Global Code of Ethics. They analyse leading international public relations ethics codes in order to map the main values defended. They then focus their analysis on Brazil and compare the ethics code of CONFERP (Federal Council of Professionals of Public Relations in Brazil) with the Global Alliance’s 16 guiding principles. The chapter finishes with a discussion around whether global values emphasized by the Global Alliance are reflected in the Brazilian professional council’s mission and how the ethics discussion for PR plays out in the Brazilian context.

In conclusion we offer our thanks to the LabCom Editorial Team, who have supported the production of this book. The editors would also like to confirm that all texts, as well as the use of any copyrighted material, are the sole responsibility of the respective author(s). All texts were double-blind peer reviewed.

SYMBOLIC OR REAL? SUSTAINABILITY AND CSR IN SOCIAL MEDIA COMMUNICATION IN THE ENERGY SECTOR. A TRIANGULATED APPROACH ANALYSING HASHTAGS AND KEYWORDS.

Emilia Smolak-Lozano¹

Adriana Paliwoda-Matiolańska²

Introduction

The trend towards more proactive social and environmental management may lead companies to adopt forms of communication that represent deep involvement in these kinds of issues. Therefore, it can be observed that many organizations perform social and environmental auditing and/or reporting, set up CSR and environmental departments, adopt green technologies and use various environmental and socially engaged themes in their advertising and public relations. Additionally, they have recently included social and environmental issues in communication via Social Media . The Internet has become one of the communication channels that have become important and taken on a prominent role in CSR communication (Basil & Erlandson, 2008). An increasing number of companies have engaged in the virtual world to communicate corporate information and CSR efforts. Social Media provides significantly higher potential for interacting with stakeholders and has enabled easy and cost-effective online interaction with a broad and

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dispersed public (Etter, 2013). However, the few existing studies on the interactive use of Social Media for CSR communication do not provide conclusive results (Fieseler, Fleck & Meckel, 2010).

Corporate Social Responsibility is frequently used to create and maintain a “socially responsible” or “green” façade for a company’s image. Social Media’s biggest advantages, openness and interactivity, also bring some challenges to CSR communication. However, corporations have limited control over CSR information disseminated by other stakeholder groups online (Schneider, Stieglitz & Lattemann, 2007). Corporations therefore need to engage with a variety of Social Media channels to monitor ongoing dialogue in Web 2.0, measure and influence public opinion, and to detect criticism as well (Bittner & Leimeister, 2011; Etter & Fieseler, 2010).

Media and the public react differently to environmental and technological controversies. Therefore, it is very important to assess how technological risk companies are impacted by the new digital cultural context. As such, CSR communication in Social Media regarding sustainability issues in high-risk sectors is a fairly new topic, often overlooked in the academic scientific literature.

Theoretical background and state of art

Proactive social and environmental management has recognized corporate social responsibility an important factor in influencing a company’s image, reputation, and stakeholder relations. Good stakeholder relationships might provide organizations with more informational, physical and emotional support (Etter & Fieseler, 2010). David (2004) emphasizes the proactive role of corporate social responsibility in a crisis as reputation management. David, Kline and Dai (2005) indicate that awareness of CSR initiatives can positively affect corporate identity and purchase intention. Communication of a company’s social and environmental dimensions plays a key role in its sustainable development. Capriotti and Moreno (2007, p.85) have highlighted that “the communication function is at the heart of CSR and corporate citizenship”. Bittner and Leimeister (2011) defined CSR communication as the way in which companies communicate

their achievements or impact in the environmental, social and economic realms, and which message channels and contents they use. Du et al. (2010) concluded that CSR commitment, CSR impact, CSR motives and CSR fit can all be emphasized in CSR communication.

Organizations use internal and external CSR communication to instil identification with the organization and a sense of belonging among employees and customers (Isaksson, Kiessling & Harvey, 2014). Companies' CSR messages are usually transmitted to stakeholders through multiple communication channels, such as annual reports and press releases, in combination with websites and Social Media. In a short time, the internet has become an essential tool for organizational communication (Stuart & Jones, 2004) and is an essential space through which the information about CSR can be disseminated (Capriotti & Moreno 2007). Interactivity has grown into one of the main characteristics of the internet and has been the subject of a considerable number of studies in the field of communications (Downes & McMillan, 2000; Schultz, 2000). Two basic approaches have been identified regarding the degree of interactivity: the dissemination of information and the creation of relationships between the different public and the organization (Esrock & Leichty, 1998, 2000; Taylor, Kent & White, 2003). The second approach is characterized by a high degree of interactivity. The internet is used to make bidirectional communication easier and to establish and build relationships by allowing dialogue and interaction between the organization and its different kinds of publics (Castillo, 2006). Social Media is the most important tool for interaction between the public and the company and provides more opportunities and potential for interacting with stakeholders. Beyond brand building and providing collective wisdom, Social Media offers the organization a chance to move from passive forms of self-presentation to more active forms of agenda-setting (Esrock & Leichty, 1998). However, transmitting CSR issues via Social Media opens the arena for possible criticism. Etter (2013) points out that the same features of Social Media that are promising for better stakeholder relationships, such as open access, interaction, and transparency, might ironically prevent corporations from striving for

interaction with stakeholders about CSR issues. Lewis (2003) states that many companies committed to fulfilling their social responsibilities were found to fail to communicate actively enough with stakeholders.

Moreover, despite the fact that communication of CSR is perceived as a necessary tool in pro-social and pro-environmental management, it has been regarded as superficial (Porter & Kramer, 2006; Crook, 2005) and gives a false impression that organizations have nothing to hide (Cloud, 2007). Additionally, the expression of CSR seems to comprise nothing but symbols of an ideological movement (Banerjee, 2008). Several scholars argue that CSR is insufficient and that it is superficial or not conducive to the formation of CSR-oriented organizations (Hart & Milstein, 1999). Du et al. (2010) emphasize the trade-off between controllability and credibility in CSR communication: the more controllability the communication channel has, the less credible it is. Moreover, most corporations face difficulties regarding what and how to communicate to stakeholders in terms of their CSR efforts (Morsing, Schultz & Nielsen, 2008). Controversial industrial and technological risk companies in particular, such as those in the energy sector, turn to corporate social responsibility (CSR) as a means to obtain legitimacy. Some studies show that there is a significant difference in focus between the annual social reports of organizations in different industries (Esrock & Leichty, 1998; Sweeney & Coughlan, 2008; Tang & Li, 2009). Industry is a strong predictor of CSR communication. Although the impact of Social Media on CSR has been touched upon, little is discussed about CSR communication and Social Media in the academic field. There are only a few existing studies on the interactive use of Social Media for CSR communication and CSR communication in Social Media regarding sustainability issues in controversial and high-risk sectors. It is a fairly new topic that has not been examined enough in academic scientific literature.

Method

The present paper aims to explore whether Social Media, and Twitter in particular, has produced a significant change in the digital communication strategies towards stakeholders of the energy sector's biggest companies

(based on Platts Top 250 Ranking), in terms of humanization of communication, as postulated by the digital revolution (Gershon, 2017). The principal focus is placed on the sustainable elements of companies' CSR approaches within digital PR strategies implemented on dialogical microblogging tools, such as Twitter. Thus, the study attempts to determine whether the companies' sustainability approaches are real in terms of offering real-time, factual dialogue on sustainability issues with the energy sector's stakeholders rather than symbolic, unidirectional communication aimed at corporate branding and image.

In order to determine the range of sustainability communication in CSR digital strategies in the energy sector globally, research was conducted using a triangulated methodological approach. First of all, an analysis was performed on the Twitter presence and performance of 50 energy sector companies since establishing their accounts.

The paid version of the online monitoring Big Data tool (Twittonomy) was used to collect the data. In total, 50 Twitter accounts belonging to the biggest energy companies were analysed: their presence, performance and activity on Twitter since their accounts were opened. The descriptive statistics made it possible to determine the benchmark companies in the area of sustainable issues communication on Twitter in the following dimensions of Social Media presence and stakeholder reception: adoption of Twitter and development of accounts, the scope of publishing activity, responsiveness, impact, interactivity, and popularity. The latter four indicators were drawn up according to formulas developed specially for the study. The database was created to perform a multi-modal and multi-dimensional performance analysis of the energy sector's Twitter presence.

Subsequently, a content analysis was performed on tweets published in 2016 (almost 41,000) that contain sustainability-oriented hashtags and keywords. Finally, a qualitative analysis was performed on those sustainability-oriented hashtags. Furthermore, the study was expanded by a general content analysis of particular hashtags and keywords that had been identified. The use of the mixed methods has therefore created

an explorative study from a multidimensional perspective on the use of Twitter as a CSR strategy by the energy sector to establish the extent to which sustainability communication on this microblogging site is adopted and performed: is it symbolic or real?

Results

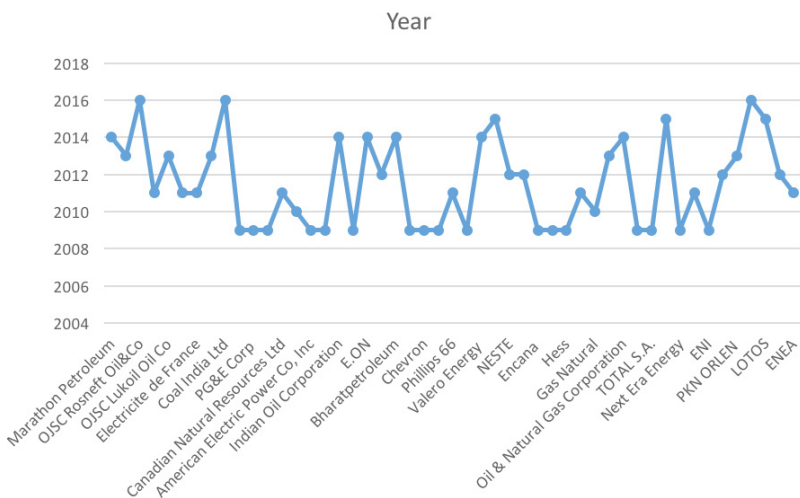
Twitter performance

As the first step, the overall communicative performance on Twitter was determined for the energy sector. In order to fulfil this objective, the following aspects were analysed: year of account creation, publishing activity, and interactivity. The latter included interactivity, responsiveness, and popularity.

Development of Twitter accounts

The companies in the energy sector began their Twitter accounts during the Social Media boom, mainly in 2011. The oldest accounts were set up in 2009 — 17 in total (Encana, Chevron, Enbridge, Engie, PG&A, Tenaga, Cenovus, Next Era Energy, Ecopetrol and Total, among others) and the newest ones were set up in 2016 (only 3: OJSC Rosneft, Tauron, and Coal India), shortly before the analysis was carried out. The figure (Fig. 1) below shows the timeline:

Fig. 1. Year Twitter account was created.



Source: drawn up by the authors.

Publishing activity

Energy sector companies have large communities in general, with a medium size per corporation of 49,113 followers. This means that the companies enjoy high levels of interest and popularity among Twitter users as far as their corporate communication is concerned (almost 2.5m followers for the whole sector: 2,406,566). The biggest account has gathered 451,000 followers (total) so far, while the smallest has only 166 (EDP in Portugal). Table 1 below presents the statistics.

Table 1. Basic Twitter account data on presence and performance of energy sector.

	<i>Year</i>	<i>Tweets 2016</i>	<i>Followers</i>	<i>Following</i>	<i>Follow Ratio</i>	<i>Listed</i>	<i>Listed per 1k users</i>	<i>Tweets per day</i>
<i>max</i>	2016	2,886	451,000	4,473	3,462	3,153	251	66.76
<i>min</i>	2009	0	166	6	1.09	3	2	0.04
<i>summa</i>	n.a.	41641	2,406,566	28,836	n.a.	21217	1091	n.a.
<i>Avg</i>	2011	849.816	49,113	588.48	353.31	433	22.3	4.8

Source: drawn up by the authors.

In 2016, the companies published more than 41,000 tweets in total. The average number of tweets published by each company is 850 per year, with an average of 4.8 tweets per day per company. As demonstrated by the data below (Table 2), the companies are generally relatively active on Twitter.

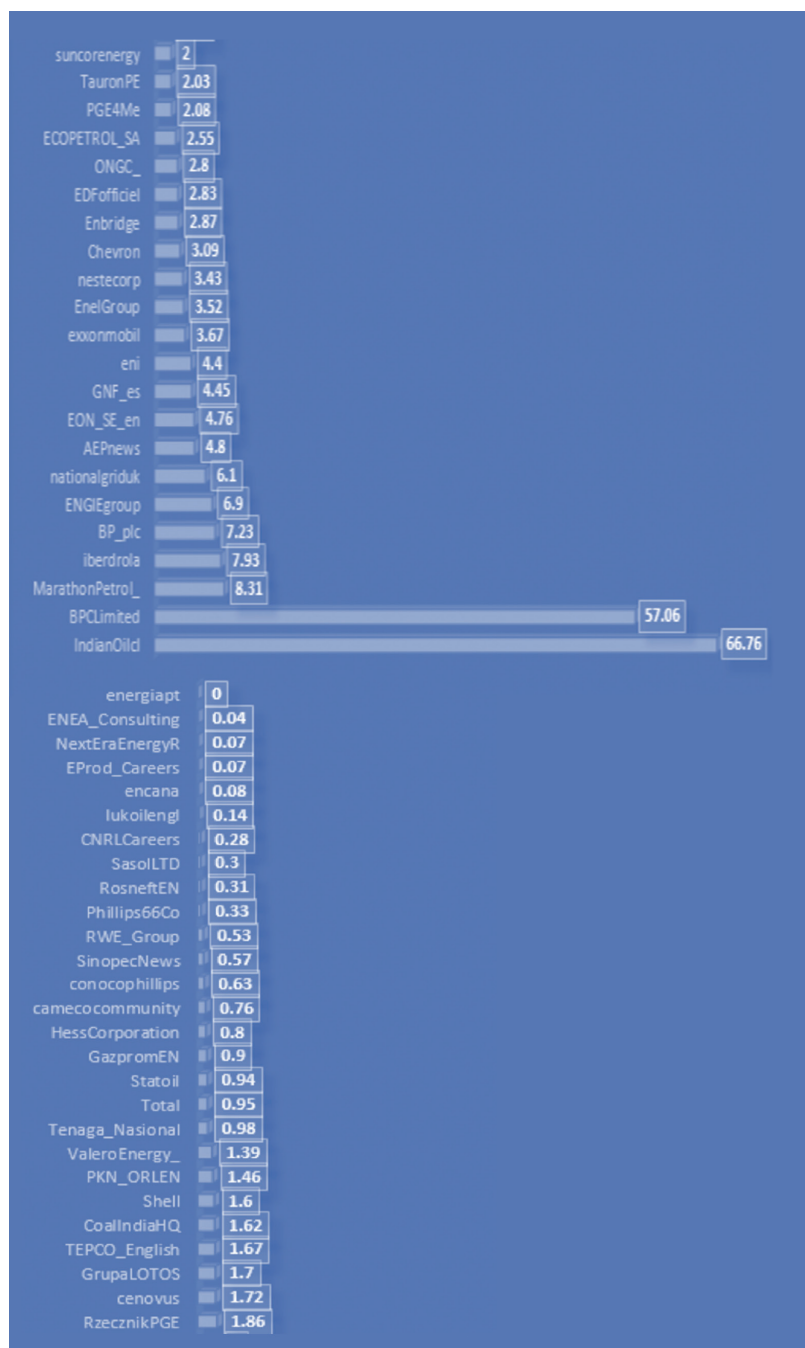
Table 2. Publishing activity on Twitter.

	No. of tweets 2016
TOTAL	41,641
Avg.	850
Avg. tweets/day	4.8

Source: drawn up by the authors.

A high frequency of posts can be observed (Fig. 2.) with 20% of the companies analysed, particularly by Asian companies, while others, especially the Polish companies, have a daily publishing rate of less than 2 tweets.

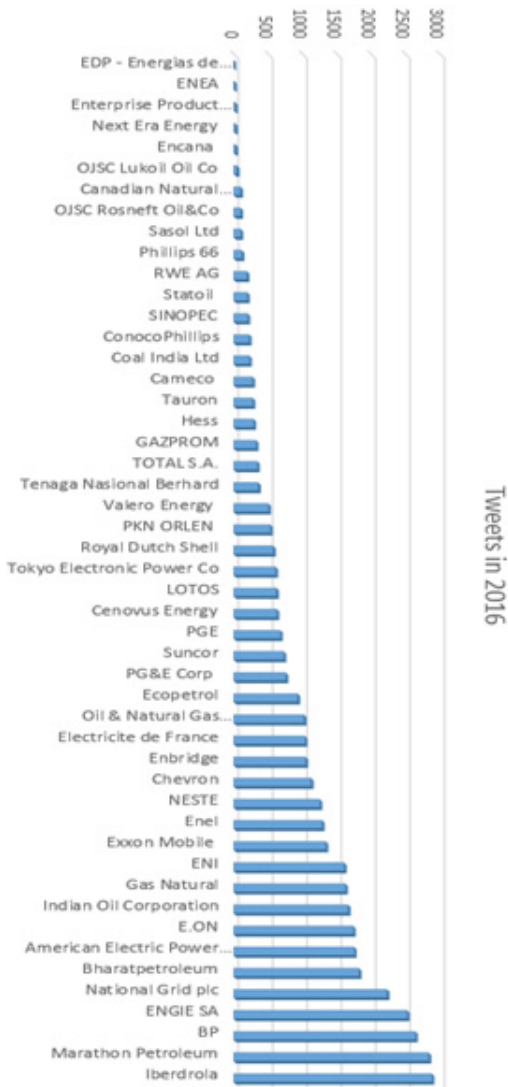
Fig. 2. The companies with the lowest and the highest daily publishing activity.



Source: drawn up by the authors.

The companies with the highest number of tweets in 2016 are: Iberdrola, Marathon, and BP (2886, 2841 and 2641 respectively). At the other end, there are some, like EDP and ENEA, that have been inactive on their Twitter accounts. As can be observed, average high daily activity does not mean the overall highest level of publishing activity over a one-year period in the sector.

Fig. 3. Tweets published by the energy sector in 2016.

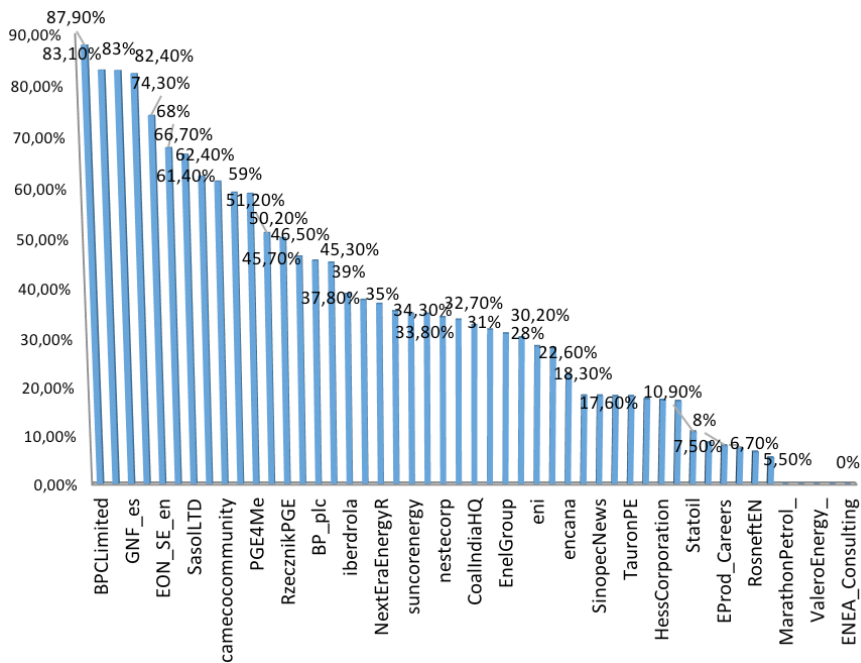


Source: drawn up by the authors.

Interactivity

An analysis of the level of interactivity, popularity, and responsiveness has provided a very varied overall picture.

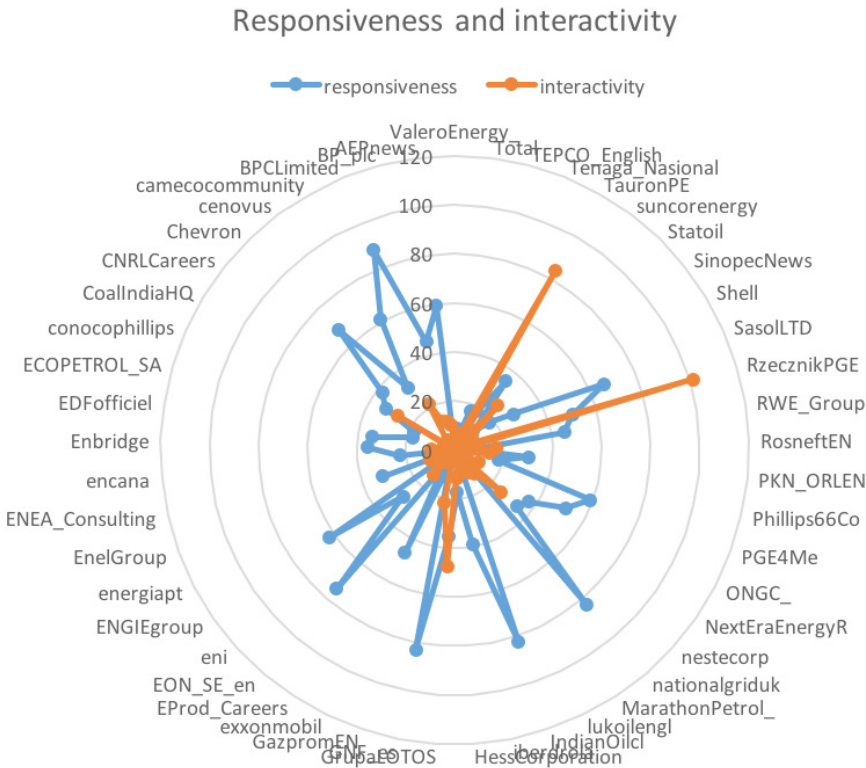
Fig. 4. Responsiveness of the energy sector companies on Twitter.



Source: drawn up by the authors.

The average response level is 34.5% within the energy sector. However, 21 companies are above the mean, which indicates that in general Twitter is considered to be an excellent tool for conversation with different publics. Nevertheless, the most responsive companies use their Twitter communication for client service purposes, for example BPC limited and GNF_es, as the content analysis of the tweets has demonstrated in detail.

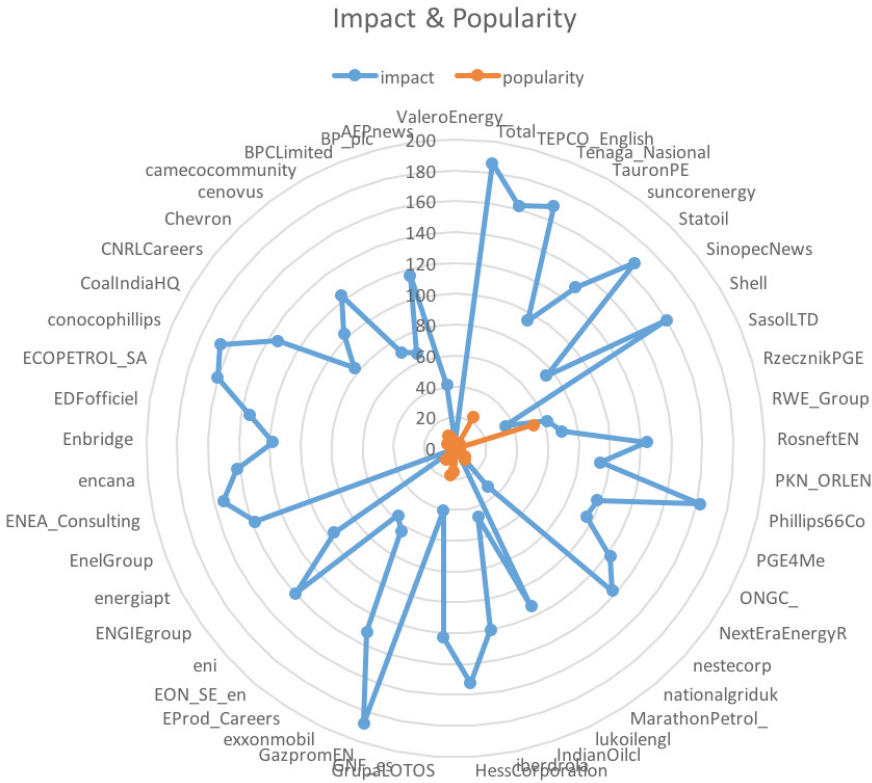
Fig. 5. Responsiveness vs interactivity.



Source: drawn up by the authors.

Despite the factor of customer services conversations, the average level of interaction with the content of communication from the public is very low and is far below the level of companies' reactions. The overall large size of the communities, however, indicates that these companies are generally popular among Twitter users but do not encourage intensive interaction with the published brand content. The exceptions here are the Polish companies: Tauron, RzecznikPGE (the corporate spokesperson of which has a clear corporate PR direction), and Lotos. These have the highest level of stakeholder interactivity with their Twitter content, despite generally low levels of publishing activity or responsiveness.

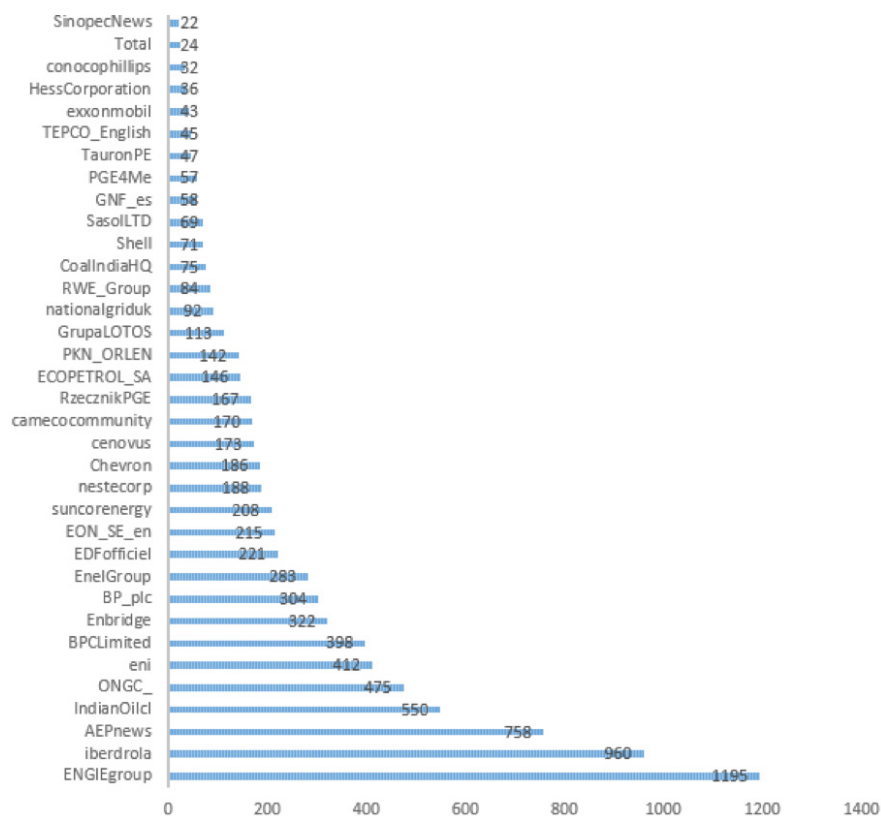
Fig. 6. Influence vs popularity.



Source: drawn up by the authors.

The scale of popularity, which can be defined both as the number of mentions or the number of followers, indicates that the companies do not achieve a high level of popularity within Twitter conversations. However, there are tweets with high influence (Valero Energy, Statoil, Shell, Gazprom, Conoco, Enea, etc.). This means that occasionally the companies are able to have an impact on Twitter conversations and overall debates, while not creating a more stable trend, in the desired direction and within the field of sustainable development on a regular basis on the social network. The graph below shows the number of retweets and indicates the initial level of influence achieved by content and tweets:

Fig. 7. Number of retweets in 2016 over 20 retweets annual threshold.



Source: drawn up by the authors.

As the data on retweets show, higher levels of activity, interactivity, or popularity do not guarantee a high level of influence. Enea, Valero, Lukoil, Eprod Careers, and Marathon were not retweeted during the analysed period, while Encana and Rosneft were below the 10-retweet threshold, Philips and Tenaga were retweeted fewer than 20 times, and Next Era Energy was retweeted just 10 times in 2016. This is particularly interesting for Marathon, which is one of the most active companies on Twitter. However, Iberdrola, which is the most active company on Twitter in terms of the total number of tweets published, managed to be one of the most influential ones, preceded by Engiegroup, which had moderate publishing activity, and followed by AEP news, which is a profile particularly focusing on publishing.

Table 3. Number of replies in 2016.

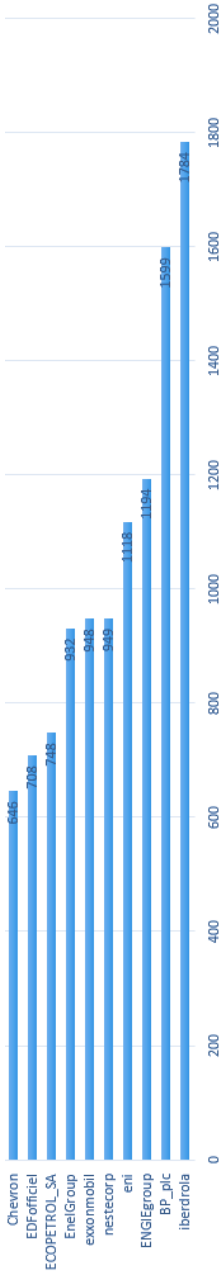
Twitter Account	%replies (%of tweets)	Segments
NATIONALGRIDUK	79%	more than 70%
GNF_ES	79%	
BP LIMITED	66%	60-70%%
EON_SE_EN	62%	
PGE4ME	52%	50%-60%
CHEVRON	52%	
INDIANOILCL	49%	40%-50%
EXXONMOBIL	43%	
BP_PLC	34%	30%-40%
RZECZNIKPGE	26%	20%-30%
CNRLCAREERS	21%	
NESTECORP	19%	10%-20%
GRUPALOTOS	17%	
AEPNEWS	16%	
SHELL	16%	
ENGIEGROUP	15%	
EDFOFFICIEL	13%	
TENAGA_NASIONAL	12%	

Source: drawn up by the authors.

Similarly, analysis of the replies and conversation patterns shows that the energy sector treats Twitter as a customer service channel and not an area for influential and interactive dialogue on key sustainability issues. Companies such as Marathon, Rosneft, TEPCI, Lukoil, CoalIndia, Cameco, Valero, Gazprom, Next Era, Enea, and Energia PT did not issue any replies to stakeholders at all during the analysed period.

Another indicator of popularity and possible capacity of influence — the number of times tweets have been favourited, shows Iberdrola, as the most active company, is the one that had the highest number of its tweets favourited too. The figure below shows the Top 10 companies with the most favourited tweets:

Fig. 8. Favourited tweets in 2016.

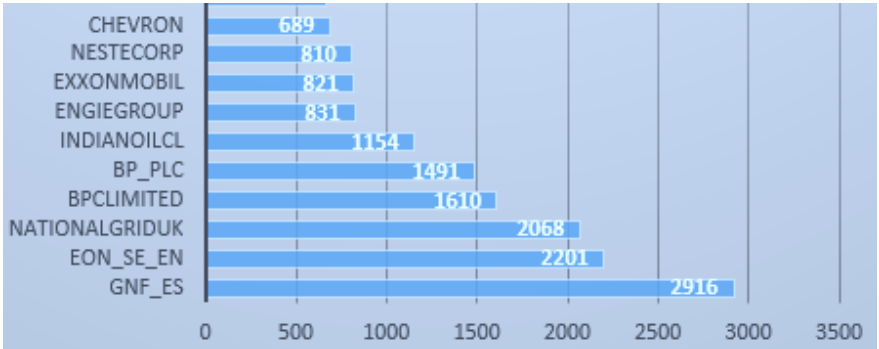


Source: drawn up by the authors.

On the other hand, the companies such as Encana, Next Era Energy, Sasol, EProd Careers, Enea, and Valero had their tweets favoured less than 20 times and EnergiaPT, which had no Twitter activity, is the only company with no influence, popularity, or interactivity among all those analysed.

The overall number of mentions coincides with the level of replies and responsiveness, with the companies that make Twitter into a customer service channel being the ones that are most mentioned, as the figure below demonstrates:

Fig. 9. Number of mentions in 2016.



Source: drawn up by the authors.

Additionally, aware of this rather symbolic use of content, keywords, and hashtags alike by the energy companies in their overall conversations with stakeholders on Twitter, the way in which this symbolic communication is perceived by the public will be examined. The number of replies, retweets, and interactions was investigated to determine the general degree to which the stakeholders are engaged in the conversation within the energy sector. Thanks to an analysis of the presence of the energy sector companies on Twitter up to 2016, we can observe that the sector on average managed to accumulate 1001 mentions per company, meaning 41% of tweets attract a mention within the sector. 47% of all these tweets were further retweeted by the users and 41% were favoured by them. In terms of interaction, only 18% of all tweets by the energy sector are retweets of followers, and replies as in the form of interactive dialogue constitute only 16%.

Table 4. Interactivity data – summary.

	followers	tweets	tweets per day	mentions	mentions/ tweet	tweets retweeted	tweets favourited	retweets	replies
Total	2,406,566	41,000	4.88	49,078	19.9	48,975	43,308	22,807	18,761
Average	49,113	850	4.33	1,001	0.41	47%	41%	18%	16%

Source: drawn up by the authors based on the Twittonomy tool.

The data show that less than half of the posts, although with a considerable level of activity, has any reply or reaction from the public and indicates very low levels of involvement by the companies in the dialogue.

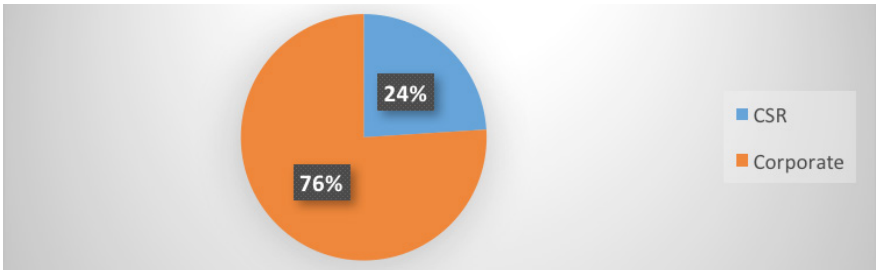
Keyword and hashtags in the energy sector’s Twitter communication

Keywords in energy sector Twitter profile descriptions

Subsequently, the keyword and hashtag analysis was conducted to discover the general discourse and narrative of the energy sector companies in their tweets. We examined the descriptions of the companies’ Twitter accounts in order to ascertain how many of them stress social change and progress in their main Twitter profile by means of keywords and hashtags.

Firstly, the results demonstrate that of the 50 energy sector companies only 12 (24%) included the CSR narrative in their main Twitter business presentations.

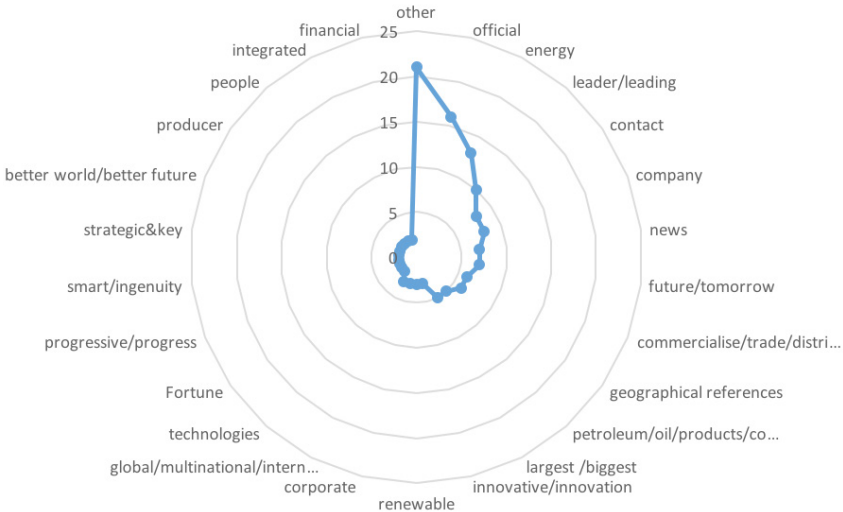
Fig. 10. CSR/sustainability references on energy sector companies’ main Twitter profile descriptions.



Source: drawn up by the authors.

In the analysis of keywords present in the main Twitter account descriptions, most are related to corporate branding, mainly containing such words as official, corporate, news, energy, and other energy product names, leadership, and expressions expressing that they are “the largest”. Words such as future, innovation, or renewable are mentioned fewer than 10 times.

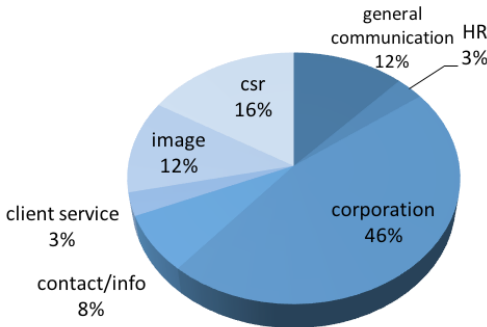
Fig. 11. Keywords in main descriptions.



Source: drawn up by the authors.

As can be observed, CSR as the purpose of a Twitter account is identified as a purpose in only 16% of the main profile descriptions:

Fig. 12. Purpose of Twitter account based on the keywords used in account description.



Source: drawn up by the authors.

The corporations' aims dominate with a 46% share. The content analysis in the following parts will examine the degree of the symbolic use of CSR in Twitter communication beyond a simple profile description.

CSR and corporate communication orientation of the energy sector companies

It is also important to examine the use of modern tools on the Twitter accounts, such as hashtags, links and audio-visual aids in order to make the digital discourse around CSR more attractive for the public and more interactive, in addition to creating trending topics.

Table 5. Use of hashtags and links up to 2016.

	No. of hashtags	No. of links	hashtag/tweet	links per tweet
TOTAL	73,211	46,920	26.23	18.24
AVG	1,494.1	957.5	0.67	0.46

Source: drawn up by the authors based on the Twittonomy tool.

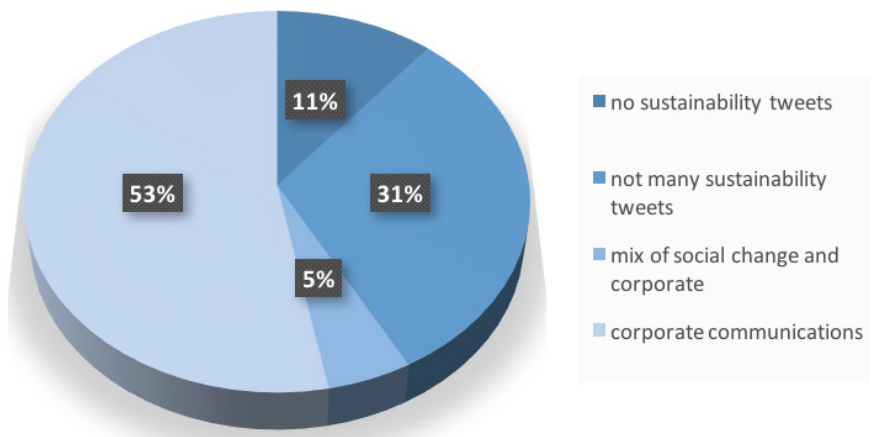
The sector used a total of over 73,000 hashtags and 46,000 links in their tweets during the analysed period: from the beginning of the account up to 2016. On average, there were 1,494 hashtags and almost 1,000 links per company. It can therefore be observed that hashtags are used in 67% of tweets while links are present in less than 50% of tweets (0.46 links per tweet). Although hashtags seem to be used more frequently, they are not applied to their full potential to create and influence conversation trends (trending topics) regarding CSR in relation to the company. Additionally, no additional information is offered by means of a link that might boost communication significantly. 67% of the companies posted at least one hashtag (per company) related to sustainability hashtag in some way throughout their history of Twitter use. However, within this total amount of 73,211 hashtags, only 9% (6,942 hashtags) refer in general to sustainability, while 91% do not include any mention of sustainability. Only 4% of those sustainable hashtags (3,100) exclusively focused on social change in real terms, rather than symbolic brand positioning. The main use of hashtags is for corporate names, for example the #marathonpetroleumcorporation,

used by the company 3,199 times, or #valeroenergycorporation, mentioned by the company 1,764 times, more than any other issue.

Like the low presence of sustainable hashtags over this two-year period of Twitter activity in the energy sector, the analysis of audio-visual material indicates a low number of innovative approaches to enrich Twitter communication on CSR in 2016 beyond text-based tweets that already involve little usage of links.

From the number of tweets in corporate communication and social change contexts posted by the top 50 companies in the energy sector, it was possible to establish the communication profiles of these enterprises. The results show that the dominant model of communication on Twitter for most enterprises is more passive than performative, as 53% of the companies focus exclusively on transmitting corporate information, 31% do not publish significant numbers of tweets oriented towards CSR and 11% publish nothing related to social change and progress on their Twitter account.

Fig. 13. Company profiles.



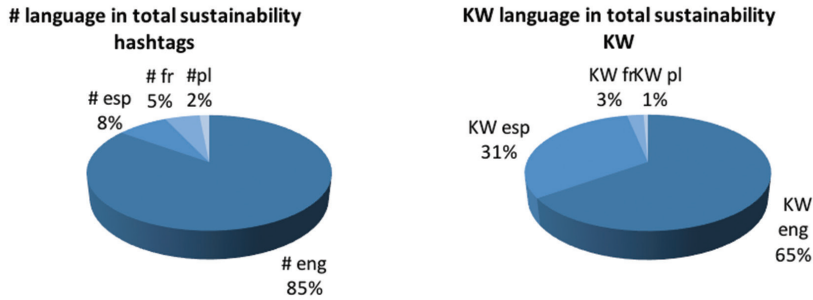
Source: drawn up by the authors.

Only 4% of all hashtags used in 2016 were directed towards sustainability topics. 36% of sustainability tweets posted in 2016 contain hashtags related to sustainability, which is 0.4 hashtags per tweet. Only 2.7% of all tweets contain hashtags related to sustainability, which is 0.02 hashtags per

tweet in 2016. In total, 30,547 hashtags were used, and of those, only 1,110 contained sustainability topics, while 29,437 were corporate and energy sector oriented.

The language of the hashtags and keywords published in the tweets has also been examined.

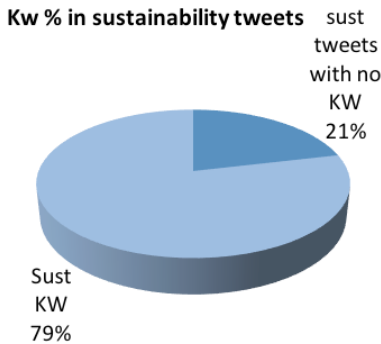
Fig. 14. The language of keywords and hashtags.



Source: drawn up by the authors.

The analysis shows that English is the most commonly applied language, used for 85% of all hashtags and 65% of all keywords used in the analysed tweets. It is followed by Spanish, used for 8% and 31% respectively. Spanish is used more often in keywords than as the attempt to influence a conversation globally with a #trendingtopic, which may determine the direction, scope, and overall interactivity of conversation on sustainability at international level.

Fig. 15. Keywords in sustainability tweets.



Source: drawn up by the authors.

Only 5.7% of all tweets broadcast up to 2016 contain keywords related to sustainability, which is less than 0.05 sustainability keywords per tweet. 94% of all published tweets include other types of the keyword, but none focusing on sustainability. 21% do not contain any keywords, but at least one hashtag regarding CSR topics. The 39,248 analysed tweets contain other thematic keywords, while only 2,393 of them include any sustainability-oriented keywords. The analysis of the hashtags that were used on Twitter up to 2016 demonstrated that 89% of the energy companies analysed here do not use the top hashtags that would indicate a CSR/sustainability orientation (20 companies of them use top hashtags that refer exclusively to corporate issues). In summary, up to 2016, 9,229 references and mentions regarding corporate performance were used, along with 2,357 referring to image purposes. In contrast, the top hashtags with sustainability purposes appeared 1,549 times. Among the companies with the largest CSR profiles, i.e. with the highest number of top hashtags referring to social change, the following results emerged (more than 15% of all hashtags that refer to sustainability specifically in their communication):

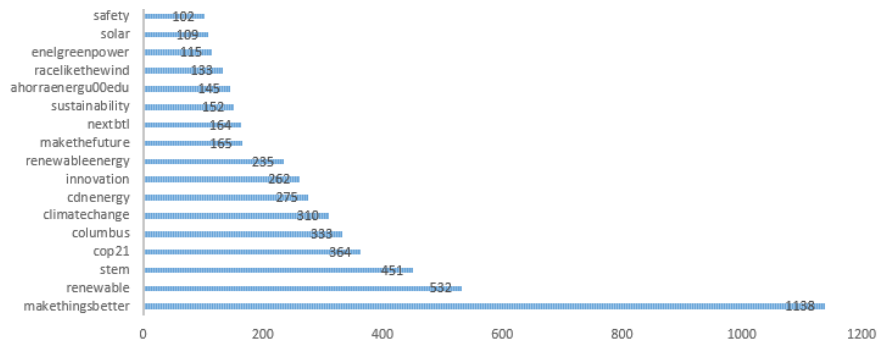
Table 6. Companies with top hashtags referring to sustainability.

Chevron	17%
Shell	17%
energiapt	19%
GNF_es	22%
Statoil	22%
iberdrola	24%
ENEA_Consulting	24%
exxonmobil	25%
nestecorp	26%
SinopecNews	27%
Total	30%
NextEraEnergyR	41%

Source: drawn up by the authors.

As can be observed, only two companies — Total (with the top hashtag #makingthingsbetter being the most commonly used) and NextEraEnergy — position themselves considerably by means of hashtags within performative CSR discourse, since sustainability constitutes 30% and 41% respectively of all their hashtags published between 2014 and 2016. Nevertheless, only 12 companies of the 50 use an above-average amount of hashtags to highlight their engagement in sustainable activity. Regarding the use of hashtags, the most sustainable profile among sustainability companies belongs to Sineco, however, Next Era Energy has the highest degree of consequent communication of sustainability in the tweets and hashtags published across its Twitter timeline.

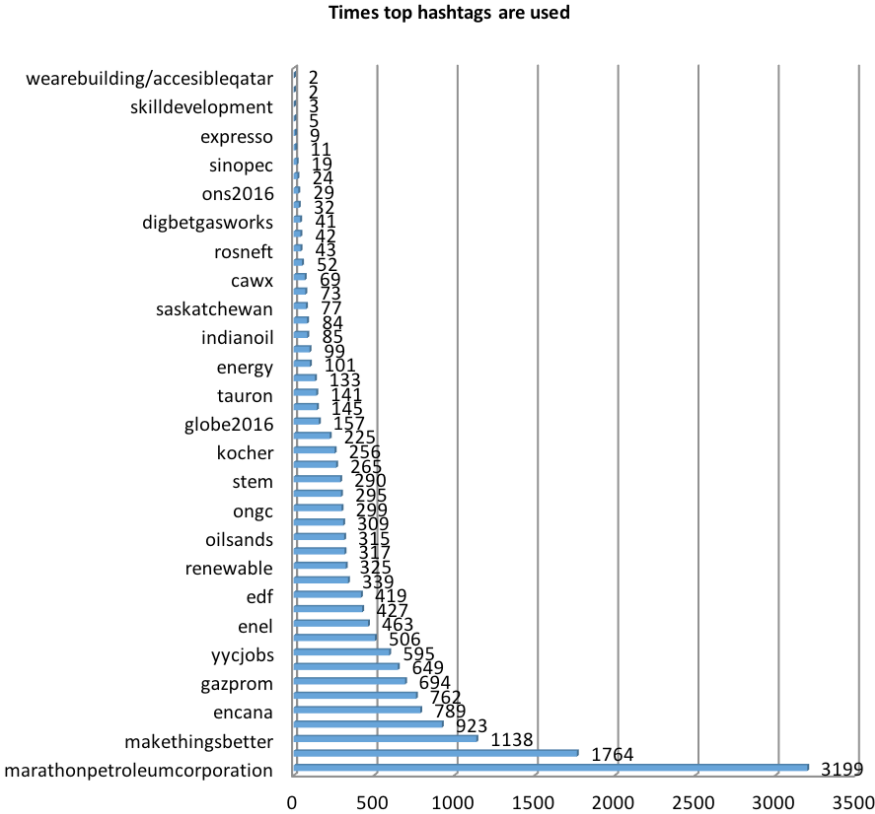
Fig. 16. Top keywords:



Source: drawn up by the authors.

As can be observed, makingthingsbetter (Total) is the most popular keyword also (as it was as a hashtag). This is rather symbolic and general corporate talk without a real dialogue and approach to sustainability with real solutions for a sustainable future, which can be introduced by means of dialogue with stakeholders on an interactive platform such as Twitter. It is followed by other rather symbolic expressions, such as renewable, stem, and COP21 in fourth place, as one of the more proactive and real expressions that denominate an effort to find solutions for more sustainable energy.

Fig. 17. Top hashtags.



Source: drawn up by the authors.

Similarly, the most popular hashtags are those related to corporate talk: #marathon is in first place, denominating the corporate brand and the general statement of making things better, followed by company-name hashtags. This illustrates the general branding orientation of sustainability discourse aimed at image and brand rather a real conversation about sustainability.

Discussion

Despite the recently increasing significance of CSR in the energy sector and in general, there are critics of intentional usage of CSR and sustainability topics for branding purposes, such as: greenwashing (Bruno and Karliner

2002; Ramus & Monteil, 2006), decoupling (Bromley & Powell, 2012; Haack et al., 2012), and creating a ceremonial façade (Yap, 2000). This means that organizational communication about CSR via Social Media may be superficial in character and does not achieve social and environmental engagement. From another perspective, numerous studies point out that policies intended to be symbolic, may unexpectedly become integrated into an organization's practices over time (Hallett, 2010; Sahlin & Wedlin, 2008; Espeland & Sauder 2009). Social Media as an interactive and dynamic tool provides a platform for further research of symbolic versus integrated CSR issues. Communication of CSR activities is perceived as an integral part of social and environmental activities, but communication through behaviour should be the main guideline, otherwise communication efforts become symbolic. Moreover, it is perceived as a significant tool that helps provide reassurance and makes it possible to achieve legitimacy. Our findings revealed that firms in the energy industry generally implemented passive, ceremonial, and symbolic communication via Social Media that can be seen as being decoupled from CSR practices. It would be interesting to examine a similar study in another industry in order to obtain a comparative perspective. Furthermore, the potential research could analyse and identify motivators or drivers for decoupling and symbolic communication.

Conclusions

In conclusion, the communication of the energy sector companies analysed is mainly static and very limited as far as interaction with the public is concerned. The dialogue approach is overlooked, if customer service functions are not included. The absence of an orientation towards local communities is also predominant. The content analysis of tweets focused on sustainability demonstrates that communities' needs are not contemplated, while branded content is the most highlighted. The one-dimensional use of tweets for corporate purposes dominates the sustainability discourse. The general lack of interactive tools and audio-visual aids further limits the attractiveness and transparency of this communication. Most of the tweets are unidirectional and declarative with symbolic use of sustainability or CSR

issues for image and brand creation. Dominant hashtags indicate a clear corporate orientation, sectoral approach and image tactics. These major perspectives of energy sector firms' Twitter strategies are accompanied by a lack of positioning on social change in social conversations on Twitter with very limited use of trend creation, in spite of the growing presence of energy sector companies on Twitter and the increasing significance of their tweets.

Dominating perspectives tend to have strictly a strictly corporate character, however the messages that do include sustainability topics deal mainly with education and investment in R+D+i. Generally speaking, the future of the energy sector and its innovations are the principal areas of communication of sustainable development issues. This indicates a rather extensive economic orientation rather than social change or community well-being in the local environments or regions here and now. Therefore, it can be concluded that some Twitter sustainability discourse overlooks the improvement of situations in regions that are heavily impacted by the energy sector's operations. As such, the communication strategy for Twitter is fairly symbolic with strong instrumental use of sustainability and CSR for image purposes or to obtain a well-marked position within the sector, though without an attempt to create a unique profile. The sustainable development topic is implemented as a way to control the narrative and discourse. As such, it is an attempt to influence the public, however, adequate tools are not applied here. The corporate context of this communication strategy does not create space for dialogue with social groups and does not demonstrate a real orientation towards social change. The scale of the symbolic approach to communication of sustainability resembles manipulation techniques instead. Additionally, it is exclusively devised in the economic context of technological innovation that is mainly beneficial for the company but not for the community (start-ups, inventions, patents, technological educational projects). The aim of this symbolic communication style is to create a positive, socially responsible image and control over the Twitter discourse taking place within the sector. As such, it is considered the institutionalizing power of sustainable development in the CSR area of public relations. The

main tools of this institutionalizing process are discourse control by means of very general hashtags and keywords that finally do not create a unique positioning or branding. It is also a way of institutionalized collation of sectorial information (general and popular hashtags or keywords, especially those including the company name). As such, it constitutes symbolic power but does not denominate real CSR activity or initiatives in the field of the sustainable development of local communities. As demonstrated, the companies avoid difficult and complex issues in their tweets. Even products that are not described as sustainable are presented as such, from a positive perspective. Additionally, the production and corporate topics are the main core of Twitter communication.

The analysis confirms that is rather a general trend for communication of the energy sector. The communication of sustainability is rather superficial and symbolic, aimed at image creation and does not indicate any real engagement in sustainability-oriented initiatives. The image and reputation approach is not based on real activities and is mainly aimed to protect the brand. Thus, brand image and reputation protection can be considered as the priorities of Social Media communication in the energy sector on Twitter. As the real involvement by companies in social change is not transmitted strongly in the analysed tweets, the economic and innovation orientation of the energy companies is predominant. This trend confirms treating the sustainable development instrumentally as one of the tactics aimed to accomplish the business objectives and as such all this sustainability does not form a core part of the communication strategy of the energy sector on Twitter.

In summary, this research on the energy sector shows that CSR communication in general lacks a dialogical and two-way relational view on communication. The results demonstrate a rather weak orientation of the companies towards sustainability, with fairly symbolic use of CSR communication in their digital strategies on Twitter. The majority of energy firms are using general hashtags and keywords that do not cause large-scale engagement and involvement during the period under analysis. The study

concludes that the communication of the energy sector on sustainability issues on Twitter requires a more humanized and trustworthy approach that goes beyond the symbolic image focused on the corporate brand. Instead, it should be a more dialogical and interactive strategy that employs hashtags in order to influence the debate with real issues and proposals to be discussed throughout social conversations on Twitter.

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The chapter "Symbolic or real? Sustainability and CSR in social media communication in the energy sector. A triangulated approach analysing hashtags and keywords" was financed from sources NCN -Grant No 2012/05/D/HS4/01177

EMERGING POLITICAL ACTORS IN THE DIGITAL AGE. THE CASE OF THE PLATFORM FOR PEOPLE AFFECTED BY MORTGAGES (SPAIN)

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In the political sciences, there is a strong tradition of identifying, characterizing and questioning the presence, stay, and transformation of political actors in society (Giménez, 2006; Garretón, 1985; Borrat, 1989, Van Ruler, 2015; Castillo, Smolak, 2017). For this reason, political communication, as a branch of current political sciences, also considers political actors to be excellent entities for understanding how the processes of power disputes occur in the construction of meanings in the public political space.

Political actors have traditionally included political parties, the mass media, and important economic groups in society. Nowadays, the political scenario has changed, and we find interest groups that are grouped into organizations that by their actions begin to have influence in the historical, economic and political context.

There are several studies that seek to understand how traditional political actors communicate through digital spaces (Casero-Ripollés, Miquel-Segarra, Alonso-Muñoz, 2016; Meyenberg, 2017). However, from our perspective, it is important to find out how new political actors that have extensive influence in the digital arena

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manifest themselves. To do this, we believe that we must define what our theoretical approach is when referring to political actors and what role their actions play in the process of citizen construction.

Political actors and citizenship

We understand a political actor as an entity

whose members are integrated around similar — or, at least, convergent — interests, perceptions and beliefs regarding a problem, ii) that has a certain degree of organization and resources and mechanisms for resolving internal conflicts, iii) that has the means and capacity to decide and / or act intentionally and strategically to achieve a common goal as a sufficiently cohesive unit, which identifies and differentiates it from the rest and iv) to which, therefore, some responsibility can be attributed for its decisions and / or actions. In other words, an actor is a responsible decision-making unit (García Sánchez, 2007, p. 206).

In order to manifest itself as a unit, it defines its identity based on its practices and actions. This identity is established through the communication of values that combine the interests of members and differentiate them from ‘others’. The ideological picture is constructed in this process, as Van Dijk (1997) says. This is the action of establishing who “we” are and who “they” are, which is fundamental to the construction of unified discourse.

In our theoretical perspective, we understand that citizenship is not given, but is built from participation. Currently, the dispute over political power and public spaces and what they represent is filled with the actions of political actors that use other spaces as well as those provided by the state. Today, these diverse actors defend their group interests in different spaces, which leads them to mobilize politically (Hopenhayn, 2001; Garretón, 2006; Makowski, 2003; Hooghe & Oser, 2015; Carey, 2009).

Habermas (1999) states that citizenship is built from practices and political actions focused on transformative objectives. Mouffe, from a position of

radical democracy (1999), and Arendt (1993) agree with Habermas. Hannah Arendt has a similar perspective to Habermas, however, she focuses on the way in which political action and discourse define individuals as subjects with an identity of their own.

Among studies that relate communication and citizenship, we find Hopenhayn (2001), who emphasizes the importance of access to communication and its relation with the construction and exercise of citizenship. From his position, “the effective exercise of [economic, social and cultural] rights must be complemented by new forms of citizenship, linked to access to media exchange and greater participation in the knowledge society” (Hopenhayn, 2001, p.117). For us, new forms of citizenship go hand in hand with new forms of participation and new ways of occupying public space.

In line with these ideas, we are currently in a scenario that is characterized by the hypercommunication offered by the development of ICTs. ICTs relate to and intervene in the political debate from different perspectives (Gutiérrez-Rubi, 2008). The presence of social networks carrying out this intervention is increasingly prevalent, and they are increasingly becoming part of the public political debate, while, conversely, there is clear separation between the public and traditional media (Chadwick, 2013; Cotarelo, 2013; Dader, 2001; Gainous & Wagner, 2014; López; Roig & Sádaba, 2003; Sánchez Duarte, 2016; Zhou, 2017).

We believe then that the construction of citizenship does not only occur in an area of traditional political participation, but that citizens begin to participate “in areas of ‘empowerment’ that are defined according to their management capacity and also according to their instrumental evaluation of which is the most conducive to the demand that wants to manage” (Hopenhayn, 2001, p.119) In this sense, the republican idea of political action re-emerges, targeted towards a “variety of practices of association or communication in the plot that do not necessarily converge in the public-state” (Hopenhayn, 2001, p.119).

The responsible decision-actions of a political actor as a unit is directly related to the intention to generate influence and pressure other actors according to their interests (Castillo, 2011). In this line of ideas, we are interested in focusing on Spain's Platform for People Affected by Mortgages, an association that was born in 2009 in Barcelona and is today represented throughout Spain. It is considered a political actor from a macro analysis, due to the pressure and influence it exerts in the Spanish public political space.

About the platform for people affected by mortgages

The Platform for People Affected by Mortgages — PAH in Spanish — emerged in 2009, when the real estate bubble exploded in Spain and the country was plunged into one of the worst crises since the transition to democracy in the late seventies.

The PAH's action mechanisms through its territorial distribution aim to generate all kinds of public protests: “*escraches*”, stopping evictions, accompanying families when they are evicted. One of the bases underpinning this organization has to do with rebuilding the feeling of community and solidarity in ultra-individualised societies (Guillen Olavide, 2017).

In this sense, Colau and Alemany state that:

“The first objective of the PAH is to generate a space of trust and community through face-to-face meetings, which give them the opportunity to express themselves and share their experience with others. Building this space and sharing personal experiences is vital for those affected to realize for themselves the collective dimension of the problem” (2012, p.94).

This organization is defined as an assembly with horizontal behaviours, in contrast to the verticality and unipersonalism of other civil organizations.

“This idea of community building does not stop there, but serves to ground the subsequent political activity that they perform within the framework of civil disobedience, so that generating that space of solidarity responds to the greater purpose of empowering those affected and training them for political participation, active citizenship, which is the visible part of the movement” (Guillen Olavide, 2017, page 44).

Due to the national distribution of PAH’s presence in Spain (251 nodes distributed throughout the country at present), its activism is represented internally with advice, support, and a feeling of community, and externally with the presence of members of the organization on the streets of the whole country. In addition, this presence is enhanced and fuelled by communication on different digital platforms.

In this context, this study aims to: a) identify the political actors that manifest themselves in the digital arena, linked to the political organization that interests us; b) characterize and describe these political actors; c) find similarities and differences between new and traditional political actors; d) reflect and discuss the possible impact of digital spaces on the construction of citizenship.

Our method

Regarding the method, we firstly decided to identify the Twitter profiles of the Platform for People Affected by Mortgages that are contemporary and active. To meet this criterion, the first step was to establish profiles that have made at least one post in the year 2017. This information was recorded in December 2017 by viewing each profile. After making this record, we ranked the accounts by number of followers, as a key factor to be able to evaluate their influence potential in the digital arena. We can see the result of this below in Table 1:

Table 1: All active PAH profiles ranked from highest to lowest number of followers

Followers	Tweets	Autonomous community	Profile	Active 2017	Created in
91200	29300	State-wide	LA_PAH	Yes	Apr-10
25600	28900	Catalonia	PAH_BCN	Yes	Sept-11
9228	54500	Valencia	PAH_Valencia	Yes	Apr-11
8946	9776	Catalonia	PAH_Sabadell	Yes	Sept-11
6637	14200	Madrid	PAHVallekas	Yes	Oct-13
6506	31500	Catalonia	PAH_trs	Yes	Sept-11
5062	22800	Asturias	Pahasturias	Yes	Jan-12
5056	19600	Catalonia	PAHGirones	Yes	Jul-11
4814	11800	Catalonia	PAHLleida	Yes	Nov-11
4560	38000	La Rioja	PAH_LaRioja	Yes	Jul-11
4541	14400	Madrid	PAHCentroMadrid	Yes	Nov-13
4433	13800	Catalonia	PAHCBages	Yes	Dec-12
4351	6746	Murcia	PAH_Murcia	Yes	Apr-11
4335	15600	Madrid	PAHMadrid	Yes	Mar-16
4256	31400	Andalusia	PAH_Sevilla	Yes	Feb-13
4070	9837	Andalusia	StopdesahucioGr	Yes	Oct-12
3987	17100	Madrid	Pahalcosanse	Yes	Feb-13
3821	16600	Catalonia	PAH_BDN	Yes	Jun-12
3736	10000	Andalusia	StopDesahuciosC	Yes	Jul-12
3691	11500	Balearic Islands	PAH_Mallorca		Sept-11
3637	9268	Catalonia	PAHLHOSPITALETL	Yes	Feb-12
3586	44200	Catalonia	PahRipollet_Cer	Yes	Jul-12
3559	14500	Andalusia	PAHmalaga	Yes	May-11
3460	7663	Andalusia	PAH_Huelva	Yes	Dec-12
3433	10200	Madrid	PAHCorredordelH	Yes	Apr-12
3431	2492	Catalonia	PAH_BDV	Yes	Jul-12
3421	12400	Castilla y León	PAH_Burgos	Yes	Apr-12
3405	5263	Catalonia	Pahbadia	Yes	Nov-12
3334	928	Murcia	Pahcartagena	Yes	Dec-11
3310	7913	Castilla La Mancha	PAH_Guadalajara	Yes	Sept-11
3305	10000	Catalonia	PAH_BESOS	Yes	Nov-12

3084	7937	Catalonia	PAHebre	Yes	Oct-12
3066	12500	Castilla y León	Acampadazamora	Yes	May-11
3061	6825	Valencia	PAHALTEA	Yes	Oct-11
3008	4775	Catalonia	PahUrgell	Yes	Jan-13
2981	15000	Madrid	Pavps_Madrid	Yes	Jun-13
2975	23700	Madrid	PahParla	Yes	Dec-13
2971	4985	Navarre	PAHHUTNavarra	Yes	Nov-11
2956	16300	Valencia	pah_hortasud	Yes	Aug-12
2868	6930	Extremadura	PAHBadajoz	Yes	May-12
2745	14500	Catalonia	PAHCanovelles	Yes	Apr-13
2709	6728	Canary Islands	PahTenerife	Yes	Jan-12
2610	4814	Valencia	PAHMorvedre	Yes	Oct-11
2588	18800	Catalonia	PahPallars	Yes	Apr-13
2544	31700	Catalonia	PAHSantBoi	Yes	Nov-13
2535	2764	Extremadura	PAHCaceres	Yes	Dec-12
2481	5297	Catalonia	AnoiaPAH	Yes	Sept-12
2475	5297	Catalonia	AnoiaPAH	Yes	Sept-12
2458	11200	Galicia	PAHVigoTui	Yes	May-11
2430	6435	Balearic Islands	ImHrables	Yes	Feb-13
2429	5447	Catalonia	PAHBaixMontseny	Yes	Mar-12
2338	9675	Andalusia	Pahsierranorte	Yes	Oct-12
2338	9672	Madrid	Pahsierranorte	Yes	Oct-12
2302	15600	Canary Islands	PAHLanzarote	Yes	Feb-13
2298	18600	Madrid	Pahciempozuelos	Yes	Nov-13
2277	7280	Madrid	PAHGETAFE	Yes	Dec-11
2271	5119	Valencia	PAHBurjassot	Yes	Jun-12
2225	8962	Madrid	LatinaVivienda	Yes	Sept-13
2209	15900	Valencia	PAHLaHoya	Yes	Jan-12
2125	603	Catalonia	PahMontmelo	Yes	Jun-13
2083	9751	Catalonia	Pah_santfeliu	Yes	Mar-13
2055	17000	Catalonia	PahSantSadurni	Yes	Jul-14
2013	1339	Castilla La Mancha	pah_puertollano	Yes	Jan-13
2011	1339	Castilla La Mancha	PAH_Guadalajara	Yes	Jan-13
2007	1822	Castilla La Mancha	PAH_Cuenca	Yes	Mar-13

1990	5633	Catalonia	PAHOsona	Yes	Mar-13
1981	11300	Madrid	PAH_Arganda	Yes	May-14
1978	2137	Catalonia	PAHCastelldefel	Yes	May-13
1976	2137	Catalonia	PAHCastelldefel	Yes	May-13
1975	21800	Andalusia	Pahcoria	Yes	Jun-14
1974	2892	Madrid	PAH_Torreon	Yes	Jun-13
1973	21800	Andalusia	Pahcoria	Yes	Jun-14
1962	2636	Castilla La Mancha	P_A_H_Toledo	Yes	Apr-13
1958	4841	Castilla La Mancha	PahTalavera	Yes	Apr-13
1950	3912	Catalonia	PAHBLANES	Yes	Apr-13
1883	1524	Valencia	PahAlcoi	Yes	Oct-12
1874	4551	Madrid	Pintopah	Yes	May-14
1873	1478	Castilla y León	PahPalencia	Yes	May-13
1854	23600	Valencia	Pahcampdeturia	Yes	Mar-14
1834	11400	Aragon	Pahzaragoza	Yes	Mar-15
1820	768	Castilla La Mancha	PAH_Ab	Yes	Jun-11
1819	38500	Catalonia	PahNoguera	Yes	Aug-13
1803	8314	Galicia	Desahuciorcoruna	Yes	Jun-11
1778	8307	Valencia	PAH_Elx	Yes	Feb-13
1765	4384	Navarre	Pahtafalla	Yes	Jun-13
1749	4107	Valencia	PAHSantaPola	Yes	May-13
1744	3520	Balearic Islands	PAHEivissa	Yes	Nov-12
1713	566	Catalonia	PAHValldelTenes	Yes	Jun-13
1712	568	Catalonia	PAHValldelTenes	Yes	Jun-13
1698	6136	Basque Country	kaleratzerik_uz	Yes	Oct-11
1595	2198	Valencia	PahPaterna	Yes	Apr-13
1577	80100	Castilla y León	PAHSEGOVIA	Yes	Apr-14
1577	3086	Castilla y León	StopDesahucioVA	Yes	Nov-12
1576	11300	Galicia	PAHPontevedra	Yes	Jun-13
1563	3190	Catalonia	PAHGranollers	Yes	Mar-13
1556	15400	Castilla y León	pah_MirandaEbro	Yes	Mar-13
1527	1749	Catalonia	PAH_Castellar	Yes	Mar-13
1496	8665	Cantabria	PAH_Santander	Yes	Dec-12
1290	1630	Galicia	StopDesLugo	Yes	Jun-12

1267	3949	Catalonia	PAHC_Bergueda	Yes	Jan-14
1231	4675	Basque Country	StopAraba	Yes	Oct-12
1162	1045	Catalonia	PAHALTURGELL	Yes	Jul-13
1048	524	Andalusia	pah_almeria	Yes	May-14
1011	2660	Catalonia	PAHSFGUIXOLS	Yes	Jan-13
989	1053	Catalonia	Pahlloret	Yes	May-14
979	416	Catalonia	PAHAltPenedes	Yes	Jul-13
967	3031	Catalonia	PAHVGramenet	Yes	May-13
961	2612	Castilla La Mancha	PAH_Tomelloso	Yes	Mar-14
949	1176	Valencia	PAHBaixMaestrat	Yes	Nov-14
948	1176	Catalonia	PAHBaixMaestrat	Yes	Nov-14
928	937	Madrid	PAHcosSFH	Yes	Mar-13
913	1278	Navarre	PAH_Berriozar	Yes	Oct-11
912	8873	Andalusia	Coord_Andaluza	Yes	Nov-15
889	1971	Catalonia	Pahbaixgaia	Yes	Mar-14
872	869	Valencia	PAH_Alicante	Yes	Jan-14
857	2214	Castilla La Mancha	pahVillarrubia	Yes	Aug-14
819	867	Catalonia	PAH_Garrotxa	Yes	Feb-14
805	2569	Catalonia	PahCaldes	Yes	Dec-12
800	1172	Castilla y León	AvilaPah	Yes	Nov-14
621	8288	Catalonia	Pahbanyoles	Yes	Mar-15
589	572	Valencia	TorreviejaPAH	Yes	Jul-14
532	1809	Murcia	PAH_Mula	Yes	Oct-15
527	1833	Galicia	PAHPonteareas	Yes	Nov-13
517	1991	Aragon	StopCincoVillas	Yes	Feb-14
511	6471	Andalusia	Pahjaen	Yes	Feb-15
502	1814	Extremadura	PahOlivenza	Yes	Sept-15
423	1159	Murcia	PahsMurcia	Yes	May-15
377	471	Basque Country	StopDesahuciosS	Yes	Mar-17
363	2197	Catalonia	PAH_SantFrui	Yes	May-16
362	1174	Valencia	PahXativa	Yes	Oct-15
359	1049	Madrid	PAHrivas	Yes	Jun-15
343	1089	Cantabria	pah_torrelavega	Yes	Jan-15
332	785	Andalusia	SD15MLinares	Yes	Mar-12

301	3628	Navarre	PahBaranain	Yes	Mar-16
290	229	Catalonia	pah_garraf	Yes	Nov-15
290	229	Catalonia	Pah_Garraf	Yes	Nov-15
250	179	Canary Islands	Pahstopgc	Yes	Jan-15
246	31	Valencia	PahEldaPetrer	Yes	Dec-15
238	1404	Valencia	PahOrihuela2016	Yes	Oct-16
214	177	Castilla La Mancha	PAHCROficial	Yes	Oct-15
204	408	Catalonia	pah_prat	Yes	Dec-15
175	1571	Valencia	pah_aspe	Yes	Aug-15
100	677	Canary Islands	Pahgrancanaria	Yes	Jun-15
46	94	Navarre	PAHSanduzelai	Yes	Jan-17

Source: drawn up by the authors

This ranking gives us a first impression of the variable capacity of reach for users who are active on the digital platform relevant to the present article.

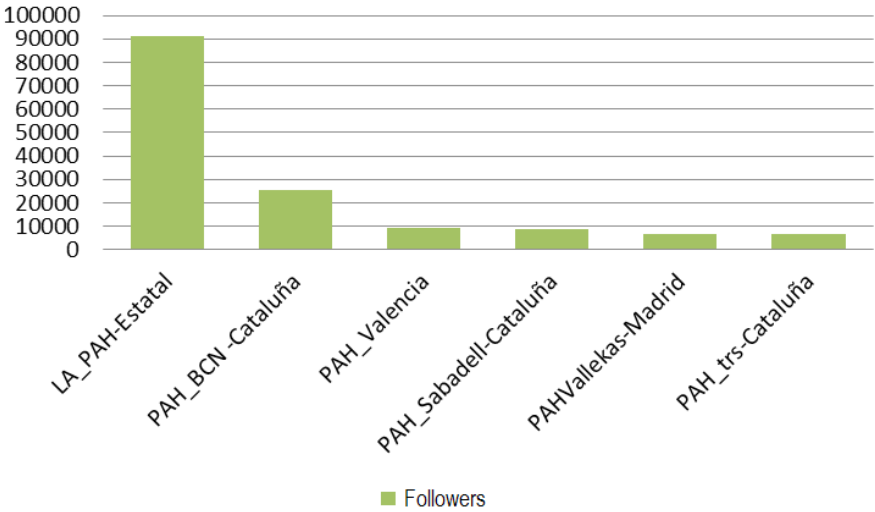
To carry out the analysis and find out how this group actor manifests itself in the digital arena, we understand that the capacity for action and decision-making reflected in posts aims to generate influence among followers, mobilizing them to participate in the public dispute to instil a sense of unity and, ultimately, promote active citizenship.

In order to identify them as actors, we consider that their power of influence is fundamental in directing their actions, since we consider them “a responsible decision-action unit” (García Sánchez, 2007, p.206). Therefore, in a second selection, we decided to focus only on the Twitter profiles that have the largest number of followers.

To build this new corpus, we decided to take the average of all the profiles that had more than 2,000 followers. There were six active profiles on the Platform for People Affected by Mortgages with this many or more followers.

The profiles included in this corpus are: the state profile for the Platform for People Affected by Mortgages (@LA_PAH), a profile corresponding to the Autonomous Community of Madrid (@PAHVallekas), one for Valencia (@PAH_Valencia) and three for Catalonia (@PAH_BCN, @PAH_Sabadell and @PAH_trs). We can see the relationship between them in the following graph:

Graph 1: Distribution of profile followers



Source: drawn up by the authors

It should be noted that a profile’s influence is not solely demonstrated by its number of followers, but this variable allowed us to select profiles that, it is fair to presume, should achieve greater engagement from the digital community towards their posts and, in turn, greater ability to influence mobilisation.

Having identified the PAH profiles with the highest follower numbers, we decided to use the influence analysis tool Twitonomy. This tool, which has already been used in other studies (Casero-Ripolles et al., 2017) is used to

measure the reach of a profile's tweets, whether the profile's own or someone else's; it shows us percentages of mentions, replies and retweets that a profile receives and how many times it has been shared.

These data provide us with more information about a profile's digital influence. With the information provided by Twitonomy, we built an analysis template to identify the type of content that is most influential. This content will reflect certain PAH practices and digital actions as a political actor.

From that template, we look for the way in which the PAH manifests itself as a collective actor in the digital public arena from the profiles that have the highest number of followers and therefore an expected greater degree of mobilization.

The analysis works on the variable of influence, on the one hand, in which we look for indicators of a) an ability to interact with the community (retweets & likes); b) mentions by users; and c) participation and mobilization.

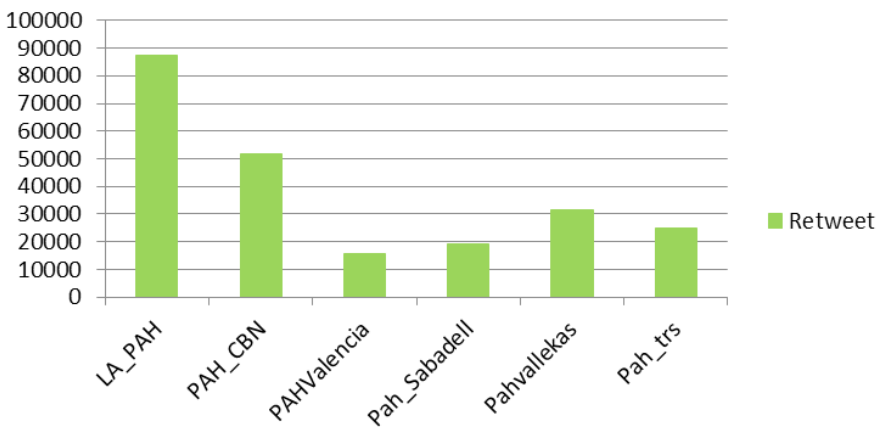
On the other hand, we analyse how the organization's identity is built, which is sought in content that has an expected greater influence — indicators linked to a) type of content (complaints, political, economic, emotional, pedagogical) and criticism of opponents — brand of the adversary; b) ideological and organizational values.

Regarding the way in which content is linked to influence, we first identified the relationship between the six profiles that had the highest number of followers and their ability to achieve the engagement of other users with their published content.

We therefore evaluated the influence of a type of content that is interesting enough for a user to share (retweet) it from their own profile in order to generate a greater audience for that content.

From this point of view, the following graph is compares the relationships between the profiles identified with respect to the content retweeted by users in the analysis of 18,609³ tweets posted on the six accounts under analysis:

Graph 2: Content from each profile retweeted by other users



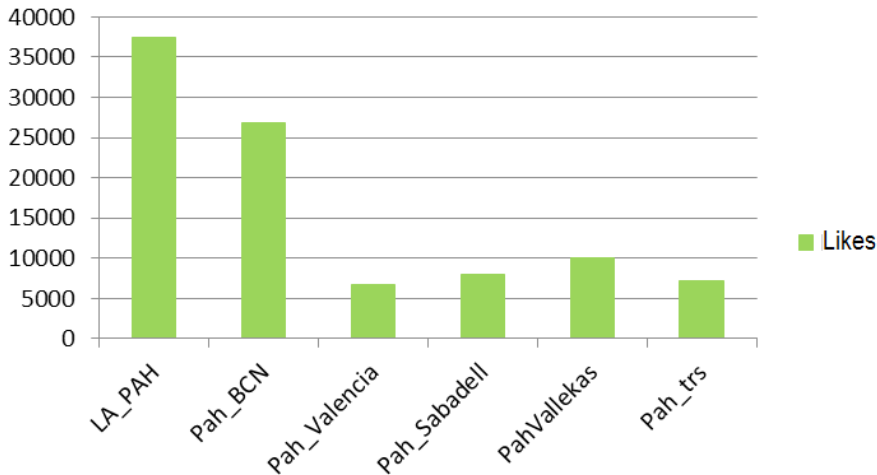
Source: drawn up by the authors

One important point is clear in this graph that we have previously presented in our analysis: the fact that the number of followers is not directly related to the ability to influence. We can therefore see how the profiles that in comparison had fewer followers, such as @PahVallekas in Madrid, @Pah_trs in the city of Terrassa de Catalunya and @Pah_Sabadell, had a good number of retweets in the posts analysed, even surpassing the profile of @PahValencia, which is ranked third in terms of number of followers.

3. Author's note: The Twitonomy app analyses up to 3,200 of the most recent tweets for each profile. This is the information that Twitter can provide to the tool. For this reason, the number of tweets published is limited to this number, with 3,100 tweets for each profile analysed.

Thanks to the Twitonomy tool, we were also able to identify the relationship between the content ‘liked’ by the profiles analysed. In the following graph, we can observe that analysis:

Graph 3: Content liked by other users on each profile



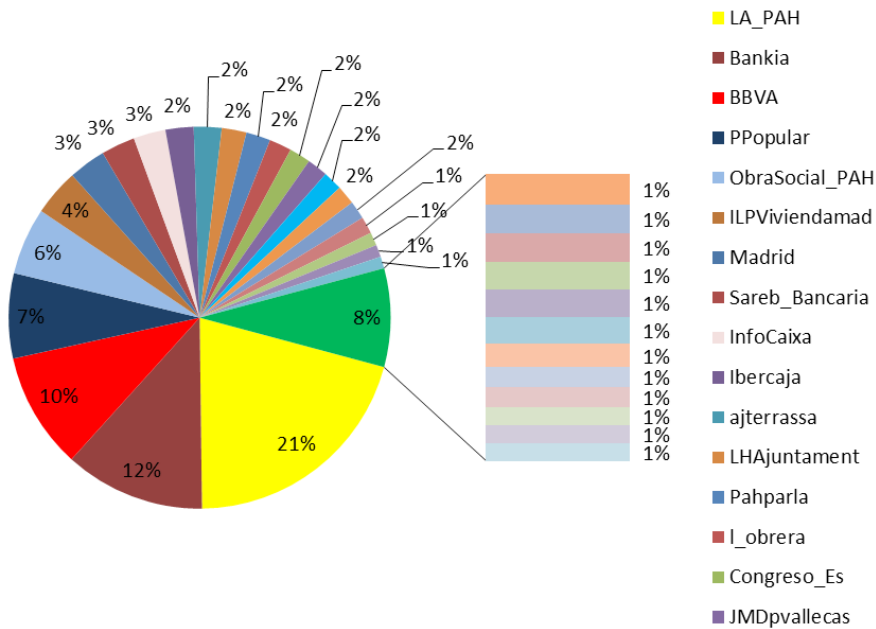
Source: drawn up by the authors

Again, we can see that profiles that have fewer followers in relation to the other accounts still manage to reach and engage with their followers, encouraging them to give some kind of feedback about the content published.

We have mentioned that, working with the interaction capacity indicator, we observed the total number of tweets analysed by the Twitonomy tool, which gave us a total of 18,609 tweets on the date that we performed the selection — 16 January 2018.

We then sought to identify how these profiles work with user mentions to find out who questions their content. This selection’s sample consisted of 18,609 tweets analysed using Twitonomy. The following graph shows the results, representing the percentage of users mentioned by the six profiles under analysis:

Graph 4: Users most mentioned by the six profiles



Source: drawn up by the authors

We could say that the most mentioned user — 21% of the time shows certain endogamous behaviour in the actions of the PAH, since the PAH profile is mentioned at state level (@LA_PAH). However, it is interesting to note that in second place are profiles representing the banking sector, such as the Bankia companies — 12% of the time — and BBVA — 10% of the time. Also, the profile of the Popular Party (*Partido Popular*) 7% of the time.

The corpus of more than 3000 tweets per profile suggests that there is a tendency towards mentioning what could be called the association's political opponents: the banking sector and the Popular Party.

We make a historical reading, since it was the Popular Party that established priorities in the Spanish economic crisis, investing in bailing out the banks and thereby generating damages to citizens that were tied to mort-

gages they could not pay. It was also the Popular Party, along with other political parties, that has not offered solutions for evictions that are still being carried out in the country.

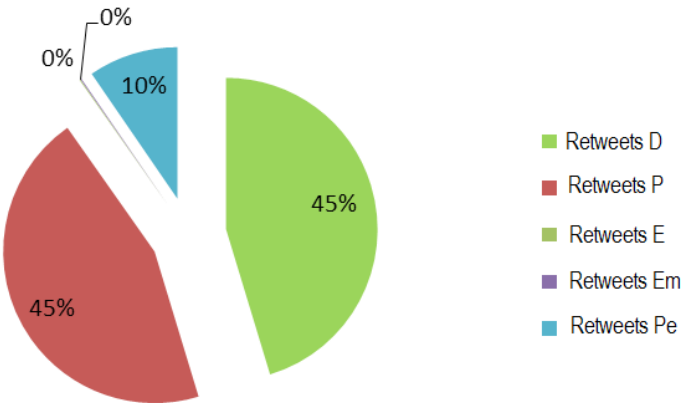
Examining all the published content, our next activity was to look for an average kind of content that was retweeted and ‘liked’ on each profile analysed. This allowed us to reduce the corpus and refine the analysis to focus on content that had the greatest influence. Accordingly, we reached a selection of 2,811 tweets that were retweeted and 2,491 more that were ‘liked’.

This corpus of content was subjected to an analysis template in which we searched for the type of content published (complaints, political, economic, emotional, pedagogical) and participation/mobilization indicators; criticism of opponents; ideological and organizational values.

In this section, we can identify the types of content that were retweeted most frequently in the corpus analysed. The references are (C) for complaints, (P) for political content, (E) for economic content, (Em) for emotionally charged content, and (Pe) for pedagogical content.

The most retweeted contents in the corpus are shown in the following graph:

Graph 5: Distribution of the retweeted content type



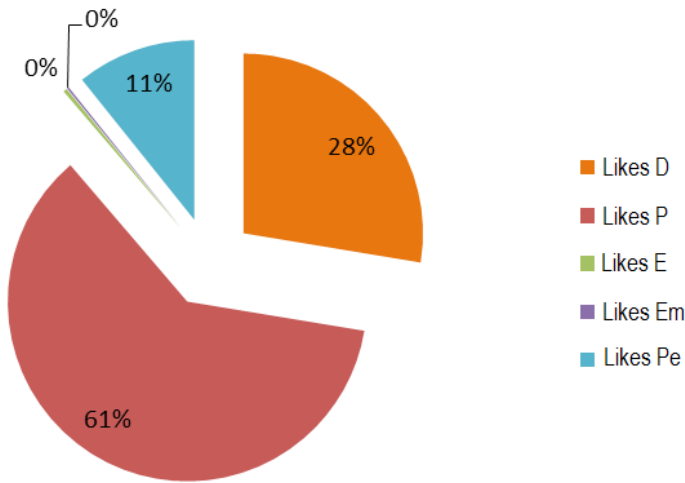
Source: drawn up by the authors

The corpus shows a marked tendency by users to retweet content that involves complaints and political themes (45% for each) more frequently. In third place, although with a lot smaller percentage than the first, came pedagogical content. Retweets of economic or emotionally charged content are far more rare.

This trend that we find in this corpus gives us an idea of the interests of the organization’s followers. By posting content that the organizations under analysis have published on their own profiles, followers demonstrate their commitment to the various values of the movement.

When we observe the distribution of ‘liked’ content, we can see that political content is in a very clear first place (61%). In second place, we find complaints (28%) and thirdly, there is pedagogical content (11%).

Graph 6: Distribution of content type ‘liked’

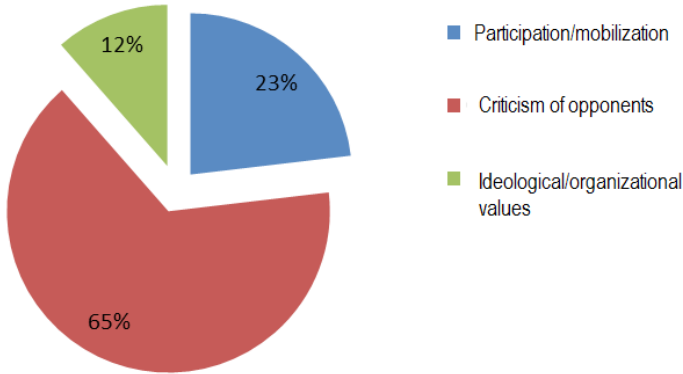


Source: drawn up by the authors

The contents (complaints, political and pedagogical) that saw the highest frequency of participation through community retweets were analysed by participation/mobilization indicators; criticism of opponents; ideological/organizational values.

When the content type was complaints, the other indicators are presented in the corpus as follows:

Graph 7: Distribution of indicators for complaints



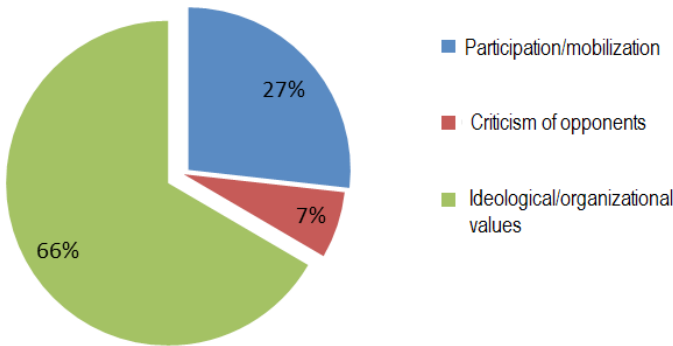
Source: drawn up by the authors

In the analysis conducted, we note that in complaints — the content that saw some of the highest frequency retweeting — criticism of political adversaries is observed in 65% of published content. This is an important indicator to identify how the published content builds an “us” by marking the “others” as adversaries. Followers of these profiles evidently identify with this denomination.

Secondly, there are complaints that call for the mobilization and participation of followers (23% of the time) and finally we find content referring to ideological and organizational values (12% of the time).

When the type of content published was political, the distribution of the other indicators was as follows:

Graph 8: Distribution of indicators for political content



Source: drawn up by the authors

These data allow us to identify a trend for political content to be relevant to the fundamental ideological foundations of the organization. Political content has indicators linked to ideological/organizational values 66% of the time.

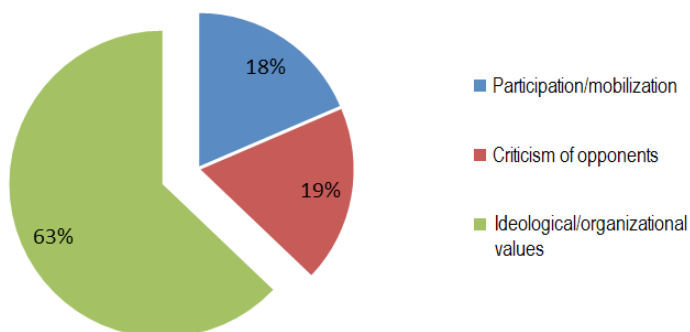
This supports the idea that users readily identify with organizational and ideological values that generate a particular action in the public space, defending causes such as the right to decent housing, human rights, peaceful resistance, solidarity among those affected, citizen commitment and assembly decisions, among others.

It is interesting to note that in this type of content, the indicator that points to the mobilization/participation of users appears 27% of the time, for instance: calling for demonstrations and protests to expose politicians who work against their interests or to add their signatures to petitions for the approval of laws at Congress or town halls.

The indicator that appears in last place is criticism of opponents. The data are striking, since in the political content, the organization does not take as much responsibility in identifying those “responsible” for the problem of evictions, but focuses on establishing the foundations of its own organization

Finally, when the published content was pedagogical, the distribution of the indicators was as follows:

Graph 9: Distribution of indicators for pedagogical content



Source: drawn up by the authors

In the data we observed a significant presence of pedagogical content. It is relevant that this content attempts to teach the organization's followers the foundations of their ideological and organizational values (63% of the time) and persuade users to share them. This content helps us understand the causes of the housing crisis that the Platform for People Affected by Mortgages is fighting against.

Secondly, criticism of opponents also has a significant presence in pedagogical content (19% of the time). The PAH is in charge of narrating the facts, identifying those responsible for the crisis, among which — according to the organization — the Popular Party, the banking sector and, very closely linked to the latter, vulture funds.

The collation and subsequent analysis of this content allowed us to refine the characterization of the organization as a political actor and describe it based upon its actions and practices.

These actions are different from traditional political actors because they involve a relationship without intermediaries, directly with users-citizens, followers of the Platform for People Affected by Mortgages (PAH). In this

scenario, discourse expressed in the content published on Twitter goes directly to the digital community so it can question it.

The PAH highlights its actions by demonstrating its organizational values, identifying political adversaries and encouraging the mobilization and participation of digital citizens with whom their posts engage. Citizens demonstrate their interest and support by sharing content or ‘liking’ posts.

Reflections on the results

In summary, we can say that from the observation of the PAH on Twitter, it is clear that its practices and actions can be identified as those of a political actor. The content it produces relates to an active digital community. It is content loaded with meaning, seeking to generate influence on the public and ultimately foster mobilization and participation.

We can say that their actions, as responsible decision-actions, aim to put pressure on certain other political actors. However, they differ from traditional political actors in that their connection with traditional media is rather tentative. They break away from traditional notions of engagement and seek to directly challenge their opponents through mentions, as we have seen they do with banks and the Popular Party.

Despite the fact that this new digital scenario has been present in the analysis of political communication for several years, new strategies must be observed to understand how the impact of these new spaces is irrevocably changing citizen participation. Therefore, we believe it is important to discuss this issue, analysing the ways in which digital citizens — Twitter users in this case — manifest their agreement through online engagement with the political content that an organization such as the Platform for People Affected by Mortgages can offer.

Therefore, and in relation to the corpus analysed, we were able to observe the importance that users assign to content related to complaints and politics, shaping the discourse of an organization and thus generating sig-

nificant support for the pressure exerted by the association in the public political space. This allows users to establish their participation, and there- in lies a process of action that equates to a new form of citizenship.

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POSITIVE COMMUNICATION FOR THE DEVELOPMENT OF TRIPLE BOTTOM LINE (TBL) COMPANIES

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Change as a paradigm in organizations

With the establishment of the concept of sustainable development, doubts about whether or not there was a need to consider human beings in concerns about nature began to spread and became incorporated into movements of conservation (ecological sustainability) and social and economic sustainability (Foladori, 2014). Rooted in the context of organizations, this encourages a search for balance between economic progress, respecting ecosystems and the quality of the environment with which they interact and which they use to sustain themselves.

In recent years, several initiatives have begun to lay the groundwork for a change in paradigm in the production model: social economy, triple bottom line companies, Certified B Corporations, Collective Benefit and Interest Companies, and the social entrepreneurship movement are different names and types that form part of the Economy for the Common Good movement (Felber, 2012).

Within this context, this chapter is the result of conceptual discussions regarding the international applied research project *“Gestión de la comunicación estratégica”*.

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ca en empresas de triple impacto” (Management of strategic communication in triple bottom line companies, 2017-2018), based at Siglo 21 University (Argentina),³ which included participation by researchers at the University of Málaga (Spain). Among the goals of this project, an attempt was made to carry out a comparative characterization of communication for the development of triple bottom line companies in Argentina and Spain in order to design innovative strategies that make it possible to achieve their organizational objectives. The first results obtained, which will be described later, deal with a basic model that has made it possible to determine the properties, dimensions and components of communication management in triple bottom line companies.

The chapter’s structure starts with a necessary debate on sustainability, management of interests and well-being. We then describe this new type of organization and the positive communication proposal based on redefining three key areas: objectives, actors and messages. New objectives undoubtedly challenge organizations and demand innovative design of better paradigms and models for strategic communication management. This section aims to provide a contribution in this respect.

The “excuse” of sustainability

Since ancient times, people have learned to use the resources offered by nature to satisfy the prevailing needs of each time in a more or less organized way. During civilizations’ first steps, interests focused on survival, and the pace of consumption meant the Earth could remain in prime position and maintain the people–nature balance. This is how organizations, defined as structured groups orientated towards productive ends, emerged. Nonetheless, with the advances of civilization within the Industrial Revolution, time gained a significant economic value and we were “forced” to speed up the pace to cover the demands of an increasingly consumerist and exponentially growing society (Bernardez, 2007).

3. <https://21.edu.ar/content/investigacion>

As a result, however, we began to overexploit non-renewable resources rather than use energy sources from natural biological processes, and non-metabolizable waste also began to grow. Ultimately, we ignored the biophysical limits of our planet. In addition to this, migration processes from the countryside to cities increased without proper urban, social or environmental planning. All this has contributed to increasing widening the gap between people and nature, producing environmental problems that worsen their quality of life.

As a response to this, at the end of the 1960s, sustainable development began to emerge as a concept in the discussion of global problems that were threatening the human species and the need to act accordingly. It was only in 1972 that the Stockholm Declaration was drawn up at the United Nations Conference on the Human Environment. It established in its first principle (of 24) that people have the fundamental right to freedom, equality and adequate conditions of life, in an environment of a quality that permits a life of dignity and well-being, and they have a solemn responsibility to protect and improve the environment for present and future generations (Díaz Coutiño, 2011).

But although this concept of sustainable development includes the movements of conservation (ecological sustainability) and social and economic sustainability (Foladori, 2014), in practice, it involves rethinking what had first been the goal of sustainability (an idea of rationalist, Eurocentric Western modernity): maintaining continuous growth rates and matching the replenishing and regeneration of the ecosystem (Leff, 2002). We then come to the concept of well-being, which in any of the meanings given by the Oxford Dictionary deals with “the state of being comfortable, healthy, or happy”⁴.

Nonetheless, the simple fact of having to subject most of the population to misery imposed by the appropriation and destruction of ecosystems is argument enough to question the need for useless, unnecessary and fool-

4. <https://en.oxforddictionaries.com/definition/well-being>.

ish sustainable growth. This breaks away from the dogmatic rationalism that has erroneously intended for us to understand modernity based on the domination of nature and the exploitation of its resources, and puts the classic concept of well-being or happiness under strain.

In this setting, the new trends seek to generate social (individual and collective) sensitivity based on responsibility and the search for balance between economy, ecology and equitability, and communication plays a key role.

From happiness to social well-being

It is therefore necessary to rethink strategies to achieve an optimal state of human development from the construction of well-being, paying attention to positive, collaborative and sustainable repercussions over time. In this search, the founder of positive psychology, Seligman (2004), directed his studies towards finding out what we need and how to achieve it.

In a first stage, Seligman (2004) concentrated on the theory of authentic happiness, in which happiness can be analysed and measured using three elements: positive emotions, engagement and meaning. The first suggests a pleasant life based on sensations such as: pleasure, enthrallment, ecstasy, etc. The second encompasses flow, which involves “letting oneself go” with an activity merged with the object, giving ourselves over to it to produce an engaged life. But it is not only about feeling the enjoyment of doing something and engaging with it to achieve happiness, the last aspect points towards achieving a meaningful life, belonging to and serving something greater than oneself. In that sense, society undertakes to create institutions that enable this to happen: political parties, football teams, scouts and families.

In a second stage, Seligman (2011) shifts the focus of positive psychology from happiness to well-being and, therefore, the standard for measurement and the goal are no longer life satisfaction but instead personal growth. Thus the well-being construct in this new model includes a range of factors that build it so that no one single factor is defining. Ultimately, what is important

is that well-being is formed of different types of aspects, not only by positive emotions, engagement undertaken or the meaning we assign it, as in the original theory of authentic happiness. This model by Seligman (2011) proposes five elements, with each one meeting the following characteristics: contributes to well-being; several people seek it for its own sake, not to try and achieve any of the other elements; and each is defined independently of the others. The five elements form the acronym PERMA: *Positive Emotions, Engagement, Relationships, Meaning and Achievement*.

Positive emotions correspond to the first factor in the theory of authentic happiness, but life satisfaction becomes just another element of positive emotion and not the cornerstone of the model. Engagement and emotions are measured in subjective, hedonic terms, except that pleasures are achieved and perceived instantaneously, while in a state of flow one loses the notion of time and results and so they are retrospective. Engagement can also be measured objectively, since it is possible to see oneself as engaged but not actually be so, or be mistaken. Meaning is kept as a third element, which is also not entirely subjective: what is full of meaning at a particular moment can lose that meaning over time. Achievement or realization refers to the need to feel competent and act with autonomy to achieve our goals. The latter element comprises positive relationships, Seligman (2011) guarantees that “others” are the best remedy for the ups and downs of life and the construction of well-being.

Regarding the latter, numerous authors state that well-being is never solitary, that one of the fundamental descriptors of the optimal state of human development is the construction of positive relationships, giving rise to the concept of social well-being. Determining factors for well-being in this field include social contact, interpersonal relationships, roots, community contact, active friendship patterns, social participation, marriage and family (Blanco & Díaz, 2005).

Values and goals of well-being

Well-being indicators can vary between individuals depending on their goals and values. The so-called “goal approach method” considers that internal states desired by individuals (goals) and values are the main guidelines for life, while personal struggles (what individuals normally do in their daily lives) are lower level goals. The premise of a goal as a moderator model is that people generate and sustain their well-being primarily in the “areas to which they assign particular importance and, just as individuals differ in their goals and values, so they will differ in their sources of satisfaction” (Cuadra & Florenzano, 2003, p.89).

So, from a traditional administrative perspective, ideologies, ends and interests are more important than reasoning founded in existence and justice (Etkin, 2007) and therefore the environmental crisis is favoured by tensions between this organizational thought and the realities of contemporary life.

The strength of this shift leads us to think that the criteria that dominate in human organizations in capitalist society require a review from their most basic foundations. In other words, the ideological baggage of commercial administrative theories and the degradation of the environment help form a crisis that has repercussions for modern quality of life in all its forms (De Miguel & Pineda, 2011).

Following this line, Etkin (2007) postulates that classical rationalism ends up eroding and degrading the organization’s human side and proposes a model from the perspective of social capital and ethical values. Unlike the individualist system that makes decisions from a pragmatic, value-free perspective, imposing the criterion of efficiency and seeking to objectify and depersonalize relationships, social capital management values the company but, even more importantly, it increases the organization’s quality of life and its contributions to the community, addressing the complexity of its surroundings.

It is important to clarify that management of an organization in a broad sense does not only include leadership or executive decision-making tasks. It also comprises: governance tasks, project design and policy decisions; connecting dispersed efforts within a cohesive whole; agreements in labour relations; socialization, education and learning processes; and decisions that motivate behaviour. In turn, from a responsible or cooperative focus, management does not only reason in terms of efficiency, it also thinks about a climate of cooperation, integration of knowledge, equitable conditions and respect for ethical values (Etkin, 2007).

We understand social values as a necessary path to confront the complexity of variables in the context and tensions within the internal situation already provide criteria and guidelines for emerging situations. With the aim of furthering the definition of these terms, Caduto (1985) defines the connection between the concepts of belief, attitude and value based on contributions by several authors (Dispoto, 1977; Rokeach, 1976 and Kolb, 1961). A belief is a simple proposition that may be conscious or unconscious, inferred from what a person says or does, and may come after the expression “I believe that”. Each belief is composed of a cognitive element (knowledge); an affective element (emotions); and a connotative element (action). Beliefs are true or false but do not necessarily lead to a certain behaviour. We can describe three main types of beliefs: descriptive or existential (I believe the sun rises in the east); evaluative (I believe a tree is beautiful); and prescriptive or exhortatory (I believe that trees should be preserved whenever possible). Beliefs are formed early in a child’s life.

The whole set of a person’s beliefs about physical and social reality is called a belief system. A smaller group of related beliefs is an attitude, which “corresponds to the relatively long-lasting set of beliefs about an object or situation that one has available to respond in a certain way” (Kolb, 1961, cited by Caduto, 1985: p.20). Attitudes condition likes and dislikes for other people and/or situations.

The important difference between a belief and an attitude is that attitudes are always accompanied by an emotional element and involve a tendency towards behaviour. Values are in turn formed by a blending of closely aligned attitudes. A value is a lasting conviction about a specific mode of conduct or end state of existence that is socially preferable to an opposing form of behaviour (Dispoto, 1977). Values can be understood as a process that makes it possible to improve quality of life within an organization and its contributions to the community.

To work on the concept of values tied to the environment, Caduto (1985) takes contributions from different authors. Among them, Borden (1979) states that values that involve end states of existence moving towards where one wants to be are called instrumental values, for example: a world at peace, environmental quality, etc.; and those that deal with preferable modes of conduct to achieve desired instrumental values are called terminal values, which includes honesty, respect for the environment, etc. Hosley (1977) said that a value system is a hierarchy of ideals or values arranged in order of importance.

Table 1. Final and instrumental values, Rokeach Scale (1973)

TERMINAL VALUES	INSTRUMENTAL VALUES
<ul style="list-style-type: none">• True Friendship• Mature Love• Self-Respect• Happiness• Inner Harmony• Equality• Freedom• Pleasure• Social Recognition• Wisdom• Salvation• Family Security• National Security• A Sense of Accomplishment• A World of Beauty• A World at Peace• A Comfortable Life• An Exciting Life	<ul style="list-style-type: none">• Cheerfulness• Ambition• Love• Cleanliness• Self-Control• Capability• Courage• Politeness• Honesty• Imagination• Independence• Intellect• Broad-Mindedness• Logic• Obedience• Helpfulness• Responsibility• Forgiveness

Source: Vilar (2010)

This is where we must work to produce fundamental changes in our ways of life. In 1997, the commission for the Earth Charter⁵ was formed to join forces to help us realize that, once basic needs are met, human development primarily means being more, not having more. And for that we need to (re) think a shared view on the basic principles and values that offer an ethical foundation for the world community.

New production models: sustainable (triple bottom line) organizations

Rooted within organizations, sustainability is a development that seeks balance between its areas and processes, enabling them to last over time, establish continuity, solvency and meet all their objectives. It is a concept tied to an organization's actions with regard to its surroundings. In other words, how to encourage economic and social progress, respecting natural ecosystems and the quality of the environment with which the organization interacts and which it uses to sustain itself.

With the 2008 world crisis, the bases of capitalism as a social, cultural and economic model entered a stage of extensive questioning; not only by those that always condemned it, but from pro-globalization think tanks themselves. Understanding the tragic consequences caused by the accumulation of wealth at any cost has brought with it massive and widespread rejection of a model that plainly shows its present and future limitations and risks. Even in 1970, the Club of Rome, an association of businesspeople, scientists and intellectuals, set out a warning in the text of "The Limits to Growth" using objective data on how capitalism would put in jeopardy the existence of humankind:

If current trends of world population growth, environmental contamination, food production and depletion of resources continues, the planet will reach its limits to growth in the coming hundred years. The most likely result would be a sudden and uncontrollable reduction of both population and industrial capacity (Meadows et al., 1972, p.40).

5. Earth Charter at <http://earthcharter.org/discover/the-earth-charter/>. Accessed 15/05/18.

In this context of debate about the production model, new models for sustainable organizations emerge, among which triple bottom line and hybrid organizations (Berger, 2014). Their purpose is rooted in structuring businesses where social and environmental dimensions become essential parts of organizations' goals, alongside wealth generation.

Triple bottom line companies generally emerge in fields connected to social entrepreneurs that seek transformation and social change (Reis & Clohesy, 2001; Novy-Hildesley, 2007; Martin & Obserg, 2007; Guzmán Vázquez & Trujillo Dávila, 2008), harnessing market dynamics and making use of business tools. Unlike charitable causes, social entrepreneurs identify opportunities that appear to be problems requiring solutions and make efforts to create endeavours to solve them (Sullivan, 2007). Complementing this view, Kliksberg (2012) understands that social entrepreneurs mobilize communities to drive them forwards, and attempt to do so using the best management possible so they can be self-sustaining. In turn, Alter (2007) describes these types of organizations as hybrids between for-profit and not-for-profit organizations: "they produce social and economic value at the same time" (Apruzzese, 2015). They are also known as "B Corps".

They form part of the "B System" world movement based on certification according to a series of specific guidelines and have certain distinctive elements distinguishing them from traditional companies:

- Their basic DNA includes the search for positive social and environmental impacts, offering solutions based on the products and services each company sells.
- They propose changes to articles of association, broadening shareholders' and managers' fiduciary duties to include financial interests.

- They are certified with transparency, performance and impact standards. They work together with other systems that evaluate their performance, producing reports and ensuring that all requirements are met (GIIRS System).⁶
- They are part of a community and are considered to be interdependent: they combine their public interests with private interests to reach new customers and markets.
- They have access to investors and different sources of financing, and they also have spaces for positioning themselves in several forms of communication/media.

B Corps have managed to expand throughout the world contagiously. In Latin America, there are more than 300 B companies, concentrated in Brazil, Chile, Colombia, Mexico, Paraguay, Peru, Ecuador, Central America, Uruguay and Argentina. This alternative arrived in Argentina around 2012, creating an impact with its innovative nature and the revolution of a new business model. Today, there are more than 60 certified B Corps and another six are currently being certified. In connection with this type of organization, we find the B System, the B Movement and B Communities, formed to drive forward the formation of B Corps, produce help platforms, encourage reflection, dialogue, appropriation of values and the building of collective agendas, achieving a joint vision of the economy with a social and environmental purpose, becoming vehicles of the Theory of Change.

In Spain, the equivalents to triple bottom line companies are covered by different names and categories: social integration companies for disadvantaged groups or groups at risk of exclusion; cooperatives; companies based in the circular economy connected to environmental sustainability; responsible or social innovation companies. All these types would be included in

6. Transparent system created by BLab that evaluates companies' social and environmental impact. They receive a report generated from the results of the B Evaluation and processed using B analytics software (b-analytics.net).

the Economy for the Common Good, in which social well-being is placed higher than economic profitability (Felber, 2012). This focus emerges as a theoretical alternative to the capitalism-communism dichotomy and is approached as an open model that should be built by all: “the Economy for the Common Good tends to be a form of market system, in which the coordinates of (private) companies’ motives and objectives to aspire to shift from the quest for profit to contributing to the Economy for the Common Good” (Economía del Bien Común, 2014⁷). Among all these categories, social innovation companies, as the name suggests, are companies with the closest and most consistent equivalence to the triple bottom line companies discussed in this paper and connect to the concept of company with which we work. According to Phills et al. (2008, p.36), the social innovation process may be considered as “an innovative solution to a social problem that is more effective, efficient, sustainable or fair than existing solutions and in which the value created primarily benefits society as a whole and not specific individuals”. One illustrative example would be the company Ecoemprende,⁸ specializing in sustainability and social innovation, which carries out consultancy services to help other companies improve their economic, social and environmental impact. Different initiatives therefore emerge regarding research, such as the Instituto de Innovación Social⁹ (Institute of Social Innovation, run by ESADE and Ramón Llull University) and cooperation, such as Red CreActiva¹⁰ (the Crea(c)tive Network), designed to transfer knowledge on social innovation and entrepreneurship using innovative methods that make it possible to promote a positive social impact.

7. Economy for the Common Good at <http://economia-del-bien-comun.org/es/content/la-idea>. Accessed 15/05/18.

8. Ecoemprende at <https://www.ecoemprende.com/sobre-ecoemprende/> Accessed 11/05/18.

9. Instituto de Innovación Social at <http://www.esade.edu/research-webs/esp/socialinnovation> Accessed 11/05/18.

10. Red CreActiva at <http://www.redcreactiva.org/> Accessed 11/05/18.

Positive strategic communication

Bringing this into the field of communication management in organizations from a contemporary, symmetrical and two-way perspective (Grunig, 2000), the circumstances laid out for these types of organizations should find a strategic ally in communication. According to Magallón, public relations seek to “establish viable and desired ties between the organization in question and its specific publics” (2006, p.104), to which Wilcox, Cameron and Xifra add by saying that they involve “building mutually beneficial relationships between the organization and its different publics (...) in which all parties win” (2006, p.8). In this context, triple bottom line organizations should deploy their communication strategies, promoting actions that positively accentuate the optimal state of human existence and the paths to achieve it, rather than negative stereotypes of human disorders, as has traditionally been the case.

Positive communication (Álvarez & Muñiz, 2013) aims, consciously or unconsciously, to contribute to the psychological well-being of the publics it addresses. Its aims go beyond merely achieving mutual interests (of organizations and individuals) but interests directed towards well-being and happiness. In “*Comunicar el híbrido*” (Communicating the hybrid), Bossi and Grelonni propose a method for social companies to plan their strategic communication in an organized and self-managed manner: “social companies are a hybrid, their challenge is to find an attractive way to communicate the social issue they seek to resolve, the impact they generate and at the same time sell their product or service”. It is eminently practical content focusing on a participatory diagnosis, identity, publics and planning (2014, p.10).

In effect, communication management in triple bottom line companies requires a perspective that takes into account these aspects and thereby the communication act is modified tangentially. It invites a reflection on and re-thinking of traditional communication practices to take on new models that operate based on the context of the situation and on a trans-disciplinary focus. The focus centres on social change through conversation, which dis-

tinguishes it from other social scientists, as Maturana says: “two people are talking when we see that the course of their interactions is built in a flow of coordination of actions” (Simeone, 2007, p.40).

It is strategic coordination that advances and focuses on enacting (doing and knowing) the process of exchanging and negotiating meanings and interests that are mobilized within a community. It is not the emitting or receiving that determines the specificity, but rather conversation and the transformative potential that defines it. “With strategic communication, there is not a message to transmit but instead a problem to solve” (Massoni, 2007, p.51). The idea is to question situations based on cultural frameworks to call upon wills and collectivize a situation that is prejudicial for a population. So the strategic communication model enables transformation through an approach to the problem from several fronts: “all communication strategies have to attack the greatest number of aspects possible if it intends to achieve the greatest connectivity” (Massoni, 2007, p.174). From this perspective, communication is studied in both actions and meaning situated in particular contexts of real subjects (Massoni, 2007).

In the light of this, triple bottom line organizations should base their strategies on the fifth model of understanding, practice and management of public relations plans: The Mixed Motivation Symmetrical Model. This involves a combination of Grunig and Hunt’s (2000) third and fourth models, from which symmetrical, two-way action emerges, without forgetting persuasion as the ultimate and explicit goal of the third. For this reason, the fifth model emphasizes long-term mutual understanding, giving rise to flexibility between emitter and receiver publics as a prior stage for achieving greater effectiveness in persuasive strategies. Specifically, this new model goes further than previous models since efforts are concentrated on cooperation to achieve shared benefits. It is based on the frontier role of public relations professionals, attempting to find a common space of understanding between opposing interests.

We shall now analyse the rethinking of the three key features of communication management: **objectives, publics and messages**.

Rethinking objectives for sustainability

Understanding that organizations are groups of people that, based on some formative principles and under a specific structure, coordinate several activities to achieve specific aims within the framework of a social entity higher than the one they serve (Ruas Araújo, 2009), Lucas Marín (1997) states that there are different types of organizations according to the nature of the objectives they pursue. The most emblematic organizations in modern societies are companies, where the objectives of those who form them are exclusively economic.

Traditional economic growth and development theories postulate that the only way to raise quality of life and well-being standards is industrialization. Administrative thought therefore adopts empirical, theoretical premises that are pragmatic, utilitarian, mechanistic, anthropocentric, linear and ideological, derived from economic and anti-ecological values and principles (De Miguel & Pineda, 2011). Nonetheless, this paradigm carries risks with it: while the quality of life of many people is improved, the environment and well-being of many others is harmed (Blázquez & Peretti, 2012). This involves an acceleration in environmental degradation, globalizing the ecological consequences and their social repercussions (Leff, 2004). For that reason, it is necessary to determine those negative effects and, potentially, redefine the objectives in such a way as to enable control over the environmental and social repercussions to which the traditional organizational focus assigns importance (Sachs, 1974).

In this context, and for several decades, new, alternative paths have been opened that propose changes to the production model. In the 1970s, Sachs proposed the ecodevelopment model to satisfy people's basic needs, even guaranteeing long-term perspectives by way of a rational management of resources rather than predatory exploitation (1974). Following that line, Left

introduced the concept of environmental rationality in the 1990s, “founded on the integration of primary productivity of ecological processes with the technological productivity of economic processes” (1994, p.16). While at the beginning these movements appeared to be marginal, they are not central pillars in public and private debates. The theme of sustainability, historically considered to be secondary, is today present in the public agenda and in the annual reports of major multinational organizations and obliges big brands to rethink strategies connected to the responsible use of resources to guarantee the loyalty of their publics (Blázquez & Peretti, 2012). According to Drucker (1993, p.136), “the knowledge society requires organizations based on responsibility. For that, organizations need to be aware about the limits of their power, that is, at what point the effects of their actions end so they can be legitimated by society.”

It is for that reason that concepts such as sustainable development (SD) and corporate social responsibility (CSR) are used as synonyms for sustainable organizations. However, none of these terms alone defines corporate sustainability, and instead it is the mixture of both that is able to formulate a new trend in organizations (Portales & García de la Torre, 2009). This model includes economic, social and environmental goals, centring on management geared towards the requirements of stakeholders (Tschandl & Zinsheim, 2004).

The triple impact of B Corps, then, should be understood as the contribution of the triple bottom line (TBL), defined by Elkington (1999) as economic prosperity, environmental quality and social justice. The model should also take into account transparency criteria, which inevitably involves a change in or creation of an organizational culture that these characteristics into account.

Management of relations: public, stakeholder, community and public sphere

From the Corporate Sustainability Framework (Portales & García de la Torre, 2009), *competitiveness* is taken into account as the capacity to constantly contribute greater value to the economy by developing sustainable competitive advantages. For this, relations with *publics* are strategically analysed and planned, taking into consideration the *impacts* generated internally and externally and placing value on the *transparency* and *communication* that the organization presents to different stakeholders.

Specific publics are understood as particular people or groups which are built around communicative processes that organizations perform and the meanings they develop around a specific theme or problem (Revilla & Fernández, 2011; Míguez González, 2010).

For organizations to function as a force to shape an increasingly sustainable society, it is therefore necessary to consider them from a relational and dialogic perspective of public relations. Therefore the tie between organizations and their publics is mediated by indicators such as: reciprocity, trust, credibility, legitimacy and mutual satisfaction, openness and understanding (Polo, 2012). To this regard it is relevant not only to plan communication geared towards specific publics or, at a secondary level, stakeholders or general publics, which are groups tied to the organizations or whose decisions may affect it, but it is also required to carry out dynamic conversations with social networks, micro-targets and tribes related to the industry, products and services of the companies (Fernández, 2006).

Unlike the concept of public (used more frequently by traditional companies), social companies use this other name of “stakeholders”. This is because the concept of stakeholders encompasses a closer relationship between the company and its groups, so it cannot ignore their demands for (social, environmental) action or their financial demands.

Although there have been different discussions about the concept of stakeholders over history, it was Freeman (1984) who popularized it. For the author in question, stakeholders are any group or individual who may affect or be affected by pursuance of the company's objectives. In other words, they have a relationship involving (direct or indirect) interests with or over the organization.

The theory of stakeholders has evolved in such a way that it has gone from a focus based on production (in which stakeholders were suppliers and clients) to focus on management (with intervention by owners and employees) to give rise to a model directed towards maximizing benefits and creating value for all the groups: community, clients, owners, government, employees, etc.

This theory accompanies the new organizational model, where there is a mutual understanding between managers and stakeholders, forming a plural, integrated and holistic organization. So companies have stopped being in favour of purely economic benefits for shareholders and owners and have started to be understood based on this plurality of agents who operate in them and are therefore affected by them.

Furthermore, the different stakeholders that form a business organization have reciprocal expectations about behaviour. In a triple bottom line company, the behaviour of some agents should be satisfied within a framework of business relations, demonstrating that they not only influence the organization's economic interests but also its environmental or social interests.

Following the same line, Míguez González (2010) claims that organizations, rather than communicating with stakeholders, should establish relationships using communications that are meaningful because they deal with values or public positions. The concepts of community and the public sphere are therefore incorporated into the traditional classification of stakeholders

and publics. On the one hand, the first notion includes symbolic groups that emerge around a common interest and that exist independently of the organization but with which it may be interested in communicating and it is from here that general and specific publics emerge. Grunig and Hunt (2000) recognize that community is not only understood as a place, in a geographical sense, but can also be conceived of as a community of interests that may or may not overlap with a geographical community. On the other hand, the latter term comprises the public space where communicative relationships open to all are formed, with certain rules and structures where the organization seeks to demonstrate its legitimacy. It attempts to discuss themes and values of public relevance without the limitations of groups segmented into particular interests (Raupp, 2004). This gives rise to different, conflicting positions that may influence the different opinions that are formed in society and in the decisions that people and organizations make (Míguez González, 2010). These complementary notions are a way of understanding the social role of public relations more clearly, without failing to recognize the importance of strategic publics. According to Raupp (2004), neither the perspective of publics nor the perspectives of public sphere or community are complete in themselves. An integrated outlook of these views is therefore necessary.

Pro-environmental messages and values

Finally, we will discuss the third key feature of communication management. Traditional communication strategies were based on the construction of a key, repetitive, uniform message. But in the age of segmented micro-media that produce original, valuable content where people have easy access to spaces of free, unfettered interaction, it becomes practically impossible (and would involve enormous efforts and budget) to anchor a single key message in a setting where information flows, is reproduced and overgrows (Fernández, 2006). Ultimately, everything in an organization is communi-

cated, from planned actions to organizational behaviour. What publics think about organizations is the result of: communication, their experience and the experiences of others with the organization (Chaves, 1988; Bernstein, 1986).

For that reason, Capriotti (2009) mentions two great expressions or forms of communicating the corporate identity of an organization: corporate conduct, regarding everyday actions and behaviour, the genuine expression of the organization's way of being (what it does), know-how and corporate communication, i.e. its communication actions themselves (what it says it does). This is making people aware.

It is for this reason that, in the context of the character of triple bottom line companies, values play a particularly prominent role. Based on their principles, we have drawn up a set of what we call pro-environmental values (Barroso, 2015) that should be at the heart of organizations' (and individuals') actions in pursuit of sustainable development based on respect for nature, universal human rights, economic justice and a culture of peace (Earth Charter, 2000). And indeed, organizational practices (doing) and communication actions and messages (saying) should transmit this value system.

Final remarks: a strategic management model in communication for sustainability

In summary, we can say that triple impact (B) companies have certain features that distinguish them from traditional companies:

- a. They have the objective of creating a positive impact on society and the environment, offering solutions based on the products and services each company sells.
- b. They are certified with transparency, performance and impact standards.

- c. They are part of a community and are considered to be interdependent: they combine their public interests with private interests to reach new customers and markets.

Therefore, the first results obtained in the research deal with a basic model that has made it possible to determine the properties, dimensions and components of communication management in triple bottom line companies that we present below.

POSITIVE TRIPLE BOTTOM LINE COMMUNICATION MODEL

I. Communication Focuses

Two-way, mixed motivation, symmetrical. Public relations as an aid, in an intermediary position between the organization and its surroundings. No stakeholder relinquishes their interests.

II. Objectives

Organizational objectives	Business	Economic	- Sales
		Social	- Markets
		Environmental	- Share value
	Results		- Reputation/credibility
		Economic	Abilities/competences
		Social	- Persuasion
Environmental		- Recognition	
Communicative	Outputs		- Positioning
			- Change in attitude
			- Conduct
	Inputs		- Actions
			- Presence in media
			- Participation
		- Activity	
		- Budget	
		- Resources	
		- Time	

III. Publics

Public sphere	Institutional sector to which it belongs Area of symbolic construction and legitimacy Territorial scope Degree of ubiquity	
Communities	Learning communities Support communities Interest communities Working communities	
Stakeholders	Employees Shareholders Suppliers, distributors and other intermediaries Clients or consumers Financial world Sector competence, companies and associations Media outlets Public authorities and administration Community of which it is part Others: opinion makers; environmental groups; religious groups; foundations; scientific, cultural and educational institutions; NGOs; intellectual leaders, think tanks, etc.	Enablers Functional Normative Diffuse
Public	Non-public Latent Informed Active	Primary Intermediary

IV. Messages

Pro-environmental messages	Respect Love Participation Sustainability Conservation/recuperation Prevention Responsibility/common good Research/dissemination Human development/solidarity Equity/justice Gender equality Integration Cooperation Education Fraternity/living together Peace/harmony	
Corporate conduct	Management attributes Organizational attributes	
Corporate communication	Commercial communication Institutional communication	

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COMMUNICATION STRATEGIES THAT SUPPORT GRASSROOTS MOVEMENTS AGAINST ANTI-ENVIRONMENTAL POLICIES: STUDENT PARTICIPATION IN THE CREATION OF BOSQUE URBANO (URBAN FOREST) FOR MÁLAGA

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Introduction

In the last 50 years, environmental issues have led to protests by concerned citizens worldwide and have played an increasingly greater role in political agendas (Levy & Zint, 2013; Dalton, Recchia & Rohrschneider, 2003). Some examples are citizen protests in Istanbul to save Gezi Park from corporate and government speculation (Letsch, 2014) and people in Sheffield (UK) fighting to save trees from the city council's cuts and corporate profiteering (BBC, 2016). These cases demonstrate how grassroots community resistance movements have emerged in response to practices, policies, and conditions that residents have judged to be unfair or illegal (Bullard & Johnson, 2000, p.557).

This research aims to investigate if students are aware of the participation processes in the cities where they study and live, the reasons for higher or lower levels of awareness and participation, and how communication is managed. We will focus on local environmental activism and the current citizen demands for an urban forest in the city of Málaga (Spain). Citizens are demanding that the local government redesign an abandoned space

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to create an open forest called Bosque Urbano Málaga,³ or BUM, in one of the city's most populated suburbs, instead of building more apartment blocks (Vázquez, 2016). As a result, our main research questions are:

- Are students aware of the demands and demonstrations for a forest called Bosque Urbano Málaga? (RQ1).
- Are students participating in the process to demand an urban forest in Málaga? (RQ2).
- How are citizens participating in the communication campaign to demand the Bosque Urbano Málaga? (RQ3).

The approach followed in this study is focused on environmental activism and public relations strategies to inform public opinion. Public relations are seen as a social activity (Ihlen, van Ruler & Fredriksson, 2009). Public relations strategies can empower and engage citizens to play an active role in the future of their cities. This idea is closely related to the concept of 'activist PR' (Adi & Moloney, 2012; Moloney, 2012⁴). Furthermore, public participation is defined as "forums for exchange that are organized for the purpose of facilitating communication among government, citizens, stakeholders and interest groups, and businesses regarding a specific decision or problem" (Wittmer, Rauschmayer & Klauer, 2006, p.2).

Background

In 2013, citizens in Istanbul (Turkey), led by the Taksim Solidarity Group, organized various protests to save Gezi Park from corporate and government speculation (Letsch, 2014). After a series of violent demonstrations and clashes between protesters and police, "a new solidarity was born (...) people re-learned how to raise their voices against the crimes and injustices that are being committed against them. Gezi was a lesson in democracy" (Mücella Yapici in Letsch, 2014).

The Gezi social movement generated an awareness of "urban renewal processes, of solidarity with victims of gentrification and displacement. We

3. <http://bosqueurbanomalaga.org/>

4. In Moloney, McQueen, Surowiec and Yaxley (2013, p.3).

don't accept any more that decisions concerning our living spaces are simply forced down our throats" (Letsch, 2014).

In Sheffield (England), one of the greenest cities in Europe, with 4 trees for every person (Kirby, 2015), people are protesting a road maintenance project by Sheffield City Council (SCC) to cut down thousands of trees; the reason given by the council is a need to save money on the cost of maintaining and treating sick trees. The contract to carry out the project was awarded to Amey Corporation, based on its 25-year contract with the city council. The company stands to make a £2bn profit from the destruction of the trees (BBC, 2016).

Concerned citizens in Sheffield began a longstanding social campaign led by a retired actor, Dave Dillner, who brought the claim on behalf of the Sheffield Tree Action Group (STAG). The effort to save Sheffield's trees reached the High Court in London on 23 March 2016 (Owen, 2016) but they lost. The combined strategy included social media activism (a STAG website, Change.org, Facebook, Twitter, own brand); a crowdfunding campaign to support legal action (donations, an online shop); to gain publicity, they set up a protest camp, reached out to news outlets and gave interviews to the media; they called in experts, setting up an independent panel to evaluate the health of trees, and to get citizens involved they started a neighbourhood action programme. They are still fighting and some of their members have even been arrested.

These two cases are similar to the Bosque Urbano Málaga. In Málaga, residents are demanding the local government redesignate an abandoned space (177,000 m²) to create a green open space in one of the most populated suburbs of Europe, instead of the idea, proposed by the mayor of Málaga, of building more apartment blocks, skyscrapers and a shopping mall (Vázquez, 2016). In 2015, Málaga had only 0.16 trees per resident (Salvo, 2015).

Citizens are demanding a voice in the affairs of their local city council. They want to play an active role in the city's welfare and future. BUM campaigners are proposing a referendum that would allow residents to vote on the

question of whether more buildings should be erected or if an urban forest should be planted instead. The city council does not consider public participation necessary and even claimed such citizen involvement and intervention was illegal. As a consequence, citizens decided to enact strategies to encourage the participation of residents in order to push for an open forest in the heart of the city and insist they play a role in similar decisions that impact the future of their city.

A campaign to raise awareness of BUM was directed at local citizens, local media and local politicians. The campaign followed three main strategies:

a. Social media activism focused on:

- The development of a website: <http://bosqueurbanomalaga.org/> and the design of their own brand. The content provides facts about the Bosque Urbano movement, a history of the city, news about green spaces and benefits for citizens, economy, and a Letter of Support⁵ for the Bosque Urbano movement available on the web.
- A specific petition to support the Bosque Urbano on Change.org⁶. This petition is addressed to the mayor of Málaga and his administration.
- Social networks: Facebook and Twitter using the hashtag #YoquieroBUM.

b. The generation of media of coverage and involvement of citizens and local businesses which was comprised of press releases, press conferences, interviews, meetings with political parties of the opposition, public debates, demonstrations and open meetings with neighbourhood associations and schools.

c. The establishment partnerships and stimulate public dialogue with academics, environment experts and NGOs and a diverse spectrum of associations.

5. Available at <http://bosqueurbanomalaga.org/index.php/comunicados/carta-abierta-de-adhesion/#inicio>.

6. <https://www.change.org/p/por-un-bosque-urbano-en-los-terrenos-de-la-antigua-repsol-m%C3%A1laga>.

The campaign is ongoing. The outcome of BUM's campaign so far:

- Social media has allowed citizens to react to political decisions they believe run against their welfare or that of the city of Málaga. In the plenary session of the city council (2 November 2016), the local government declared citizen participation would be permitted.
- The media and experts have played an independent role. They have generated substantial media coverage.
- The public is pushing politicians to make public decisions on environmental issues and forcing the local media and institutions to pay attention to their demands for a true democratic process that allows the voices of local citizens to be heard.
- Public relations have spurred social participation among public institutions.
- The construction project is currently on hold although the city council has not abandoned its plans.
- No legal action has been taken.

Image 1. The BUM project



Source: <http://bosqueurbanomalaga.org/>

Image 2. The current space



Source: Francis Silva (Diario Sur, 2016)⁷.

Theoretical framework

In the last few decades, the public sphere has been altered by the eruption of the internet's power to promote social action. This power enables the amalgamation of individual and collective synergies committed to environmental awareness. This development, marked by new methods of interaction, new audiences, the dissemination of knowledge, the creation of new business opportunities and new technological developments, is evolving quickly and seems destined to stay. These characteristics create the need for constant adaptation to new ways of relating and acting, defined by the virtual plane in which they are produced (Olmedo-Salar, 2012).

Various social agencies, associations, foundations, non-governmental organizations (NGOs) and unions have joined the online world, adopting a strategy of self-representation on the Web. The Web has fostered a level of widespread action that can only exist on the internet and which has been a great catalyst for social change. As Luengo Luengo (2010) affirms, it is “un-

7. <http://www.diariosur.es/malaga-capital/201605/11/malaga-para-gente-apoyara-20160511164441.html>

imaginable to think of any social or political movement, (...), that does not use the Internet as a form of action or organization". This has been strengthened in part due to three developments noted by Castells (2000):

1. The communication crisis of traditionally structured organizations (political parties, associations, etc.) that operate outside the Web and, simultaneously, the emergence of social agents, fundamentally from specific coalitions with specific objectives that actively use the internet.
2. Social movements develop, with increasing frequency, along cultural lines. Traditional protest movements depend on the effective communication of shared values to recruit support. On the Web, they have found the perfect platform for transmitting their ideas and values.
3. Power structures function on a global scale while people live their lives, share their values and initiate pockets of resistance in local settings. The internet enables the propagation of alternative grassroots movements through global protests. The Arab Spring is a good example of this phenomenon. The players engaged a worldwide audience in a resistance movement that emerged locally close to the protagonists.

These developments, Castells (2000) says, have served to turn the Web into the main ally of the average citizen.

Social demands in Spain

Large NGOs use their communication strategies on the internet and have turned the Web into an essential vehicle for their awareness-raising campaigns and membership drives. Many citizen movements have followed suit, with the use of Web 2.0 communication tools to achieve their objectives. The 15-M⁸ movement used social networks to spread its message, although its communication strategy was developed on the social network N-1⁹ which is an open-source and self-managed.

8. Social movement that emerged from the Spanish street protests in 15 May 2011 for more representative and participative democracy.

9. More information in: <https://n-1.cc/>.

It is common to ask whether these actions are effective, because it is difficult to contribute to major changes with just a click, and to what extent the complaints and signatures on the Web and in campaigns are reliably transferred to the agencies to which they are directed. However, there are indications that such actions achieve their objectives and give meaning to the concept of a “virtual pilgrimage”.

These achievements could not happen without the existence of cyber-activists, who, regardless of their level of action on the Web, disseminate valuable information and make tools available to the public to regain the power and visibility monopolized by institutions today. A cyber-activist is an enzyme in the process by which society moves from organizing in decentralized hierarchical networks to organize in networks that are equally distributed (Ugarte, 2007, p.65).

Cyber-activism promotes the temporary union of individual wills which can be prolonged in the execution of campaigns, but its strength lies in the fact that through the use of the Web “enough debate is generated to transcend the virtual world and go out to the street or modify the behaviour of a large number of people” (Luengo, 2010).

Among the most notable studies that appear in academic literature on the Spanish participatory processes are Escalera and Coca (2013), “Social movements, participation and citizenship in Andalusia” and Ríos (2015), “The municipal communication cabinets 2.0 communication tools for citizen participation. The case of the City Councils of the Costa del Sol”, in which citizen power is addressed as a driver of social change and the introduction of communication strategies that facilitate this process, especially new technologies. We also find the work of Sintomer (2005) on participatory budgets and Álvarez-Nobell and Ruiz-Mora (2016) on the use of the Web by town halls to promote citizen participation in institutions; García-Lopez (2013) bases his work on rethinking peace and solidarity from the perspective of participation. Aldás, Arévalo-Salinas and Farné (2015) proposed work on

communication and social change as a result of the Comunicambio 2015 Congress.¹⁰.

Other publications that reinforce this approach are the works of Cabello, Hache and Franco (2012) and Cabello, Franco and Hache (2013) about the role of free social networks in enhancing the citizens' role on the Web; Ruiz-Muñoz (2012) presents a study that highlights the role of cinema as an instrument of social change during the Spanish transition; Olmedo-Salar (2010, 2011 and 2012) and Carretón-Ballester and Ramos-Soler (2011) present research on social and older networks; López-Villafranca (2016) and Castillo-Esparcia and López-Villafranca (2016) embrace the role of communication as an instrument to study rare diseases by patient associations.

Public Relations as a strategy to promote social change

Public relations has traditionally been seen as a corporate function, oriented towards promoting advantages and results for large corporations and institutions. Initially, public relations was used with the objective of solving conflicts between large American corporations and public opinion contrary to their monopolistic activities and autocratic excesses (Cutlip, 1994). But public relations has also worked for social organizations and citizen movements, representing a reaction against the establishment and becoming an "instrument for social democratization" (Krohling, 1993, p.111).

In recent years, public relations has been increasingly viewed as a social activity (Ihlen, van Ruler & Fredriksson, 2009). Public relations strategies are used to inform public opinion, to empower and engage citizens to play an active role in their society. The public have appropriated the strategies of public relations and "it was the rise of mass, social movements such as feminism, environmentalism, consumer and gay rights that increased the pluralism of interests competing for political attention and policy advantage. They used PR, knowingly or otherwise, to achieve their goals" (Adi & Moloney, 2012, p.100). In this new dimension of public relations, in addition

10. Held at University Jaume I (Castellón, Spain), 20, 21 and 22 May 2015. More information at: <http://www.comunicambio2015.uji.es/language/es/>

to the active role of the public, 2.0 dialogue and communication tools play a leading role.

Grunig (1984) proposed that publics consist of individuals who detect the same problems and plan similar behaviours to deal with those problems (Grunig & Hunt, 2003, p.236). The Situational Theory of the Public emerged from this statement. This theory proposes that “the communication behaviours of the public can be better understood by measuring the way in which members of the public perceive the situations in which they are affected by the consequences of the organization” (Grunig & Hunt, 2003, p.240).

This dialogue is considered an “instrument of public relations ethics” (Pearson, 1989) and refers to “communication about issues with the public” (Grunig & White, 1992). In fact, for Pearson (1989), public relations means the “management of personal dialectics”. Therefore, we deduce that dialogue exists and is adapted to communication between the institution and its publics and public relations act as the catalyst for this dialogue. Although, as Xifra warns, “dialogue does not make the organization behave ethically, nor force the organizations to respond to the public. Organizations must voluntarily engage with their audiences dialogically” (2003, p.109).

Following the Dialogical Theory, we cite the characteristics of dialogue as orientation in public relations (Xifra, 2003, pp.109-113):

- Mutuality, both parties in the relationship are closely linked. It is characterized by collaboration and equality.
- Proximity, the public are consulted about how the organization is going to relate to them and also articulate their demands to the organization.
- Empathy, as a communal orientation (create community) and recognition of the other party.
- Risk, as something implicit to any relationship.
- Commitment characterized by legitimacy and authenticity, the commitment to converse and the commitment to interpret.

The static Web or Web 1.0 was characterized by responding to the premises of unidirectional communication, while Web 2.0 has evolved towards a “people’s web” (Fumero & Roca, 2007, p.11), which is more participatory and has the potential for bi-directionality. This new Web is a “more collaborative platform that allows its users to access and participate in the creation of unlimited knowledge” (Celaya, 2009, p.27). For its part, a participatory environment generates points of encounter in organizations and society. This new ecosystem, generated around Web 2.0, represents a new opportunity to manage the relationships between the different sectors of society and is used as a catalyst for citizen demands.

This organization of diverse publics, of citizens, to act in situations in which they want to participate, responds to the role of the pressure groups defined by Castillo (2011a). The author defines them as “those associative entities that develop social and political influence to achieve group objectives” (Castillo, 2011a, p.23). Champagne (1990, as cited in Castillo, 2011b: p.5) highlights them as “the strategies of active and organized minorities, which sought to influence the political instances creating, through press campaigns, mainly, movements of opinion”. Carretón (2014, p.141), in her work on the relationship with the public of epilepsy, highlights the role of the media to ensure that a specific issue is known by citizens and becomes the subject of debate.

Closely related to the approach presented is the concept of ‘activist PR’ (Adi & Moloney, 2012), where PR is described as a “persuasive tool for strengthening democracy” (Moloney et al., 2013, p.5). There are two sub-categories — dissent PR and protest PR (Moloney, 2013, p.3) — and Moloney introduces a clear distinction between these new concepts in his proposal:

Dissent PR is the dissemination of ideas, commentaries, and policies through PR techniques in order to change current, dominant thinking and behavior in discrete economic, political and cultural areas of public

life. (...) Dissent PR is, therefore, about bringing attention to new thinking, new behaviors in areas of national life. It promotes ideas for change and for retention in the political economy and civil society.

Dissent PR has a related form, Protest PR, and it is a consequence of the dissent term. It is also persuasive communication but not principally about ideas, behaviors and policies. Instead it persuades in order to implement those ideas, behaviors and policies into law, regulation and other forms of executive action.

Note that an organization can do both dissent and protest PR while others do only one (Moloney et al., 2013, pp. 3-4).

We reinforce this approach with the notion of public participation defined as “forums for exchange that are organized for the purpose of facilitating communication among government, citizens, stakeholders and interest groups, and businesses regarding a specific decision or problem” (Wittmer, Rauschmayer & Klauer, 2006, p.2), considering that this conception “pervades especially the environmental, land use, and energy arenas, which present decision-makers with questions of both great public interest and great complexity” (Mihaly, 2009, p.152).

Irvin and Stansbury (2014, p.2) state that “with citizen participation, formulated policies might be more realistically grounded in citizen preferences, the public might become more sympathetic evaluators of the tough decisions that government administrators have to make, and the improved support from the public might create a less divisive, combative populace to govern and regulate”, but these authors also remark that “incorporating citizen input into agency decision-making is not a costless process” (Irvin & Stansbury, 2014, p.2).

Methodology¹¹

To carry out this study, we developed a questionnaire to disseminate among students enrolled in any BA and MA courses offered by the University of Málaga in the 2017/2018 academic year. We divided the questionnaire into three main sections to reflect the objectives of this research and our three main research questions: awareness (A-questions), participation (P-questions) and communication (C-questions).

Table 1 Questionnaire

Objective	Research question (RQ)	Questionnaire section
Awareness	Are students aware of the demands and demonstrations for a forest called Bosque Urbano Málaga? (RQ1)	A-questions (6)
Participation	Are students participating in the process to demand an urban forest in Málaga? (RQ2)	P-questions (9)
Communication	How are citizens participating in the communication campaign to demand the Bosque Urbano Málaga? (RQ3)	C-questions (4)

Source: drawn up by the authors.

Finally, 19 questions were introduced in an online questionnaire disseminated among students using Blackboard. The data was collected between December 2017 and January 2018. We received 241 completed student surveys:

- Age range: 18–24 years.
- Gender: 73.4% are female and 26.6% are male.
- Degree: 86% Bachelors; 12% Masters; 2% PhD.
- Field of study: Education, communication, psychology, philosophy, geography and medicine.

We included a control question to find out whether or not students were aware of the Bosque Urbano campaign.

11. This research is part of the funded project by the University of Malaga “Citizen’s participation 2.0, local public polices and communication strategies: the path to democratize public institutions – PPIT. UMA.B1.2017/25

Results

The results of the three main sections of the questionnaire designed ad-hoc for this study (awareness, participation and communication) are as follows:

A-questions (Awareness)

We introduced 6 questions in order to determine if students are aware of the Urban Forest demands:

- Do you know about the Bosque Urbano de Málaga? (control question)
- Have you seen the website <http://bosqueurbanomalaga.org>?
- Have you seen or read any news about the Bosque Urbano de Málaga?
- Do you know the position/opinion of the Mayor of Málaga (city council)?
- Do you know if the Bosque Urbano proposal has any support among the citizens of Málaga?
- Do you agree with the demands of the Bosque Urbano proposal?

Responses to our control question show that only 85 (37%) students out of 241 knew about BUM, the rest (63%), who were not familiar with the social movement, were not allowed to continue answering the questionnaire. As a consequence, results will be focused on these 85 students.

We discovered that 63% of participants had not visited the website of the BUM movement but 86.9% has seen or read about it, mainly in local newspapers (25.75%: 14.85% of them in *Diario Sur*); 17.3% on Facebook; 6.4% on Twitter; and 6.9% on the Bosque Urbano website. 5% stated they were informed by other sources like informal conversations, Greenpeace activities and university lectures or activities.

Regarding the support received by BUM, 70% of the students did not know the position or opinion of the Mayor of Málaga (city council) and 68% did not know if the Bosque Urbano proposal had any support among the local citizenry, the university, NGOs or environmental experts. Finally, 88% of participants agreed with the BUM movement's demands, although they were not very informed about the specifics of the proposal.

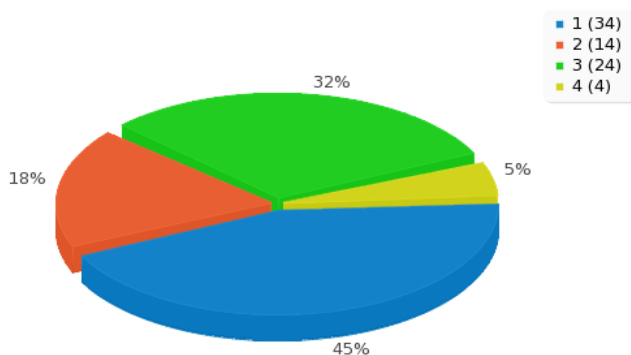
P-questions (Participation)

This section is composed of 9 questions which will be used to discover if, why and how students participate:

- How would you classify your involvement in the process from 1 to 5?
- Have you signed the petition to support the Bosque Urbano demands on Change.org?
- Have you shared any content on social networks/social media?
- Have you ever used the hashtag #YoquieroBUM?
- Have you ever participated in any demonstrations supporting the Bosque Urbano for Málaga?
- Have you participated in any event, informative meetings, conferences or talks related to the Bosque Urbano for Málaga?
- Have you signed the Letter of Support for the Bosque Urbano available on their website?
- If you know the demands of the platform, have you informed someone who did not know previously about the Bosque Urbano and its demands?
- Are you an active part of the citizen platform?

We found a low level of involvement with the process among the students: 45% admitted they are not involved and just 5% said they are highly involved.

Graph 1. How would you classify your involvement in the process from 1 to 5?

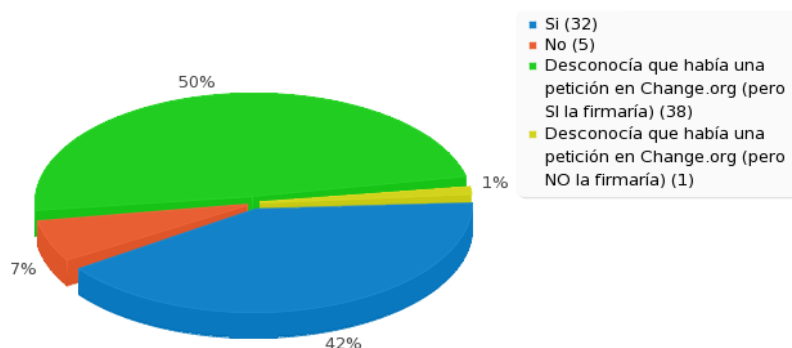


Key: 1 (45%); 2 (18%); 3 (32%); 4 (5%).

Source: drawn up by the authors.

On the other hand, 42% of the students had signed the petition to support Bosque Urbano demands on Change.org,¹² while 50% did not know about it but said they would sign the petition.

Graph 2. Have you signed the petition to support the Urban Forest demands on Change.org?



Key: Yes (42%); No (7%); I didn't know about it, but I would sign the petition (50%); I didn't know about it, and I wouldn't sign the petition (1%).

Source: drawn up by the authors.

Other outcomes from students' participation (listed below) show some negative results, especially in terms of social media and organized activities:

- 66% of participants had not shared any content on social networks or social media and 92% of them had not used the hashtag #YoquieroBUM.¹³
- 92% of students had not participated in any demonstration supporting the BUM and 83% of them had not participated in any event (informative meetings, conferences or talks).
- 92% of students had not signed the Letter of Support for Bosque Urbano available on the BUM website.¹⁴
- 99% of students admitted they did not consider themselves to be an active part of the citizen platform and the movement.

12. The petition for an Urban Forest is still available and open on Change.org. More info via this link <https://www.change.org/p/por-un-bosque-urbano-en-los-terrenos-de-la-antigua-repsol-m%C3%A1laga>.

13. Translated "I like the Bosque Urbano Málaga (BUM)".

14. Letter of Support for the Urban Forest available here <http://bosqueurbanomalaga.org/index.php/comunicados/carta-abierta-de-adhesion/#inicio>.

However, 53% of them had informed someone who did not know previously about BUM and its demands.

C-questions (Communication)

Finally, in this section we will provide information about the communication strategy of the BUM participatory process and its results:

- Do you follow the “Bosque Urbano Málaga” page on Facebook?
- Do you follow @BosqueUrbanoMalaga on Twitter?
- Do you know that the platform Bosque Urbano organizes events such as talks, meetings and information days?
- Do you know that the platform organizes demonstrations to make requests to the City Council of Málaga?

In studying the responses, we discovered that the social media strategy is unknown by students, 75% of them did not know about the Bosque Urbano Málaga Facebook page and 92% did not know about the @BosqueUrbanoMalaga Twitter account. Similar results were obtained regarding offline activities: 70% did not know about the talks, meetings and information days and 59% did not know about demonstrations to petition to the City Council of Málaga.

Conclusions

Besides the fact that we are working with a small sample (85 students) we conclude that students at UMA are not aware of BUM: just 37% of participants know about it, they do not know what the City Council's position is and just 31.7% know who supports its demands. This demonstrates how a reconversion is needed regarding the way the platform transmits its demands, ideas and proposals.

Students are not active participants, they do not share content on social media and they are not involved in demonstrations, events, meetings or talks. This conclusion signals that some changes are needed; something is not

working regarding the public and stakeholders. They are not informed and those who know about the process are not participating actively.

Considering the information sources to which they have access, local newspapers, social media and the website are more effective than local TV and radio. No mediated communication like direct talks and messages from third parties, like NGOs or the university, would be useful.

Reflecting on our main research questions:

- Are students aware of the demands and demonstrations for a forest called Bosque Urbano Málaga? (RQ1).
- Are students participating in the process to demand an urban forest in Málaga? (RQ2).
- How are citizens participating in the communication campaign to demand the Bosque Urbano Málaga? (RQ3).

We conclude that students have heard about Bosque Urbano Málaga but they are not well informed. The students who are informed are playing a passive role, signalling that communication strategies with students need to be redesigned.

In addition, we would like to introduce a feeling of hope. In total, 88% students agree with the platform's demands, 42% have signed the petition, 50% would sign the petition and 53% of them have informed someone who did not know previously about the BUM platform and its demands. We can confirm that there is a positive attitude towards the Bosque Urbano for Málaga.

We propose a redesign of the communication and relational strategy focused on an alliance with students as a specific public, reaching them via key channels (student unions, sports clubs, NGOs and social groups) and supported by:

- a. Social media and local digital newspapers;
- b. Social agents (university, local associations, NGOs, unions, ...);
- c. Experts (university lectures and professionals).

We have investigated how ‘activist PR’ could work for people if there is a focused strategy to empower and engage citizens to play an active role in their local context. We have also discovered how people without a communications background learn and try to use communication tools to drive participatory campaigns, sometimes without achieving the expected results.

We conclude by stating that activism and protests are citizens’ response to the negative attitude of politicians regarding environmental issues that concern them. They are engaging in campaign efforts to drive participation with a lack of strategic management or training.

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FRAMING ENERGY ISSUES ON TV IN A CLIMATE CHANGE SCENARIO

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María Teresa Mercado Sáez²

Introduction

The Earth's global surface temperatures in 2017 were the second warmest since 1880, according to an analysis by NASA (2018). Continuing the planet's long-term warming trend, globally averaged temperatures in 2017 were 0.9°C warmer than the 1951 to 1980 mean, according to scientists at NASA's Goddard Institute for Space Studies (GISS). That is second only to global temperatures in 2016. In a separate, independent analysis, scientists at the National Oceanic and Atmospheric Administration (NOAA) concluded that 2017 was the third-warmest year in their records. The minor difference in rankings is due to the different methods used by the two agencies to analyse global temperatures, although in the long-term the agencies' records remain in strong agreement. Both analyses show that the five warmest years on record have all taken place since 2010. "Temperatures over the planet as a whole continue the rapid warming trend we've seen over the last 40 years", said GISS Director Gavin Schmidt.

In this context of the fight against climate change, in which it is proven that its main cause is the increase in greenhouse gases from burning fossil fuels, the European Commission — within the framework of the

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EU Sustainable Development Strategy — has endorsed ambitious greenhouse gas (GHG) emission reduction targets, has developed energy supply security and climate change policies. It has also adopted a number of regulatory measures that aim to introduce low-carbon innovative technologies for the decarbonization of the energy sectors to fulfill the EU's international obligations on environmental protection (EU Energy HUB, 2016).

As can be seen, the energy issue is of vital importance in today's society, so it is crucial to understand how it is reported in the media. For Anderson (2014, p.2), the way in which environmental issues are framed in the media is of great significance because it may have an influence on "what is considered legitimate and of common sense". This context shapes our research, which endeavours to analyse how energy is treated as an issue in news-information television programs based on the framing theoretical perspective.

Literature review

The energetic issue in the media begins to become an outstanding field in media studies. Many studies analyse specific energy aspects such as the process of establishing certain technologies or extraction techniques, for instance, carbon capture (Feldpausch-Parker et al., 2013) or the hydraulic fracturing technique (fracking). The use of fracking, and the debate about its use, has been analysed in different countries: the United States (Evensen, Clarke & Stedman, 2014; Habib & Hinojosa, 2016), Germany (Bigl, 2017), Spain (Mercado, Álvarez & Herranz, 2014; Mercado & Monedero, 2016) and the United Kingdom, where Jaspal and Nerlich (2014), in their analysis of social representations of fracking in the four main British prestige newspapers, show how positions in favour and against are reflected: on the one hand, the representation of the potential risks to health and the environment and on the other, the benefits to the country's economy, the creation of employment, and energy safety.

The representation of renewable energies has been analysed by Haigh (2010), among others, who found three common approaches in relation to

international trade, the US economy and political strategy in nine North American newspapers. In other countries such as Sweden and Australia, renewable energies have been framed in a more complex way, as an environmental, political, scientific, economic and civil society issue, as Djerf-Pierre, Cokley and Kuche (2016) confirmed in a comparative study of the two most prominent newspapers in those countries. Devine-Wright (2014), in turn, has analysed the images (pictures, illustrations, sketches) of renewable energies published in seven British newspapers. Other researchers have focused on analysing the news treatment of wind energy (Stephens et al., 2009) and bio-fuels (Kim et al., 2014) in US newspapers.

Otherwise, there have been numerous studies about the ways news and information programming address energy issues have focused on the crises caused by nuclear disasters, from Three Mile Island (for example, Rubin, 1987) to Fukushima (Renzi et al., 2016; Perko et al., 2012; Lazi & Kaigo, 2014; Gómez Calderón, Roses & Rivera, 2014, among others) and Chernobyl (Eribo & Gaddy, 1992; Gorney, 1992), as well as oil spills, such as the Prestige disaster on the Spanish coast studied by Vicente (2010) and Odriozola (2010, 2011). A key aspect in the analysis of disasters comes from the study of crisis communication from the point of view of public relations and corporate communication.

Besides crises as such, but still within the realm of risk, nuclear energy remains a central focus of research interest. Doyle (2011) examined the shift in position in British newspapers with regard to this form of energy, reframing nuclear energy as a low-carbon energy source before the Fukushima disaster. The coverage of nuclear energy by the Chinese press has also been analysed. Wang and Li (2014) confirmed that the media repeated the arguments set out in government energy policy and rarely published any antinuclear information whatsoever.

However, the energy issue is much broader than the concerns regarding danger, crisis or different generation techniques because energy is part of our everyday lives and is an essential part of the economic and political

system. As a transversal concern, it is worth analysing the ways it features and is presented in the media, in line with the view articulated by Enders et al. (2016), which holds that research into energy communication should encompass the everyday nature of energy.

We should therefore consider whether the connection between energy and the environment is evident in information published in the media, given that, according to the ideas of framing theory, the journalistic narrative about the way energy needs should be met shapes the social perception of these important issues to a significant extent. Therefore, analysing journalistic messages is a useful way of exploring public discourse as reflected in the media (Gamson & Modigliani, 1989); at the same time, it has the potential to influence the social perception of a specific issue, reinforcing or potentially altering the perspective and scope of such public discourse.

The framing (frame) concept was drawn into the field of social communication from sociology (Goffman, 1974), having originated in psychology and anthropology studies. For Entman (1993, p.52), media framing is built on the ideas of selection and relevance. Thus, framing means “selecting some aspects of a perceived reality and granting them more relevance in a communicative context, so that a definition of a specific problem, a causal interpretation, a moral evaluation and/or recommendation for the management of the matter described is promoted”. Likewise, Gitlin (1980) has argued that frames are means of presentation through which certain elements of the communicated text are emphasized or excluded by the communicator. These definitions suggest that news framing involves making one aspect of a problem more accessible, visible and/or relevant to the public.

The framing process plays a role in different stages: frame building, which generates different news or media frames; frame setting, the interrelationship between these media frames and the knowledge and predisposition of the audience; and, lastly, the framing effect, the impact on the audience or the ways in which such frames influence the perception that individuals develop of the issue at hand (Scheufele and Tewksbury, 2007; from Vreese,

2005). Thus, the media are regarded “as powerful agents in the processes of social discourse framing, often being considered as the main generators of social frames” (Sádaba, 2001, p.152).

Social norms and values, organization and interest group pressure, journalistic practices and the ideological perspectives of journalists may influence the way journalists frame the news (Scheufele, 1999). News discourse is conceived of as a sociocognitive process that involves sources, journalists and members of the audience, who operate within a shared culture and on the basis of socially defined roles. Framing analysis, therefore, is a constructivist approach that examines journalistic messages through empirically functional dimensions: syntactical, thematic and rhetorical structures (Pan & Kosicki, 1993).

Among the most frequently used classifications of news frames in the research literature are generic news frames and issue-specific frames. Applicable to different themes and cultural contexts, generic news frames include frames relating to conflict, economics, human interest and morality, as identified by Neuman, Just and Crigler (1992), to which Semetko and Valkenburg (2010) added the assignment of responsibility. Issue-specific frames refer to particular topics and enable greater specialization and in-depth coverage, although they are more difficult to apply in other research (from Vreese, 2005). For instance, in Spain, Igartua, Muñiz and Cheng (2005) analysed the specific frames relating to coverage of immigration in the Spanish press.

Despite problems with regard to its conceptualization and systematization (Sádaba, Rodríguez & Bartolomé Castro, 2012), framing theory has become a “basic conceptual tool” in social communication research (Vicente & López Rabadán, 2009, p.15).

Most of the abovementioned studies, those dealing with coverage of the energy issue as well as those that analyse news framing, have dealt with print media; no research on the treatment of energy issues on television programs has been found. Thus, the research view ought to be broadened

to encompass television and, in particular, news information programmes that draw on infotainment formulas and resources.

Method

The purpose of this paper is to analyse the eco-dominant framing linked to environmental issues in coverage of energy policies. To achieve this, we preferred to use mixed methods research (or mixed research) as the natural complement to traditional qualitative and quantitative research in order to trace the process by which energy issues were addressed on information programmes. Specifically, we used content analysis from the framing perspective and a deep review of the latest literature and documentation about the topic.

The analysis period was six months, from September 2016 to February 2017, and the sample contains pieces of infotainment programs on Spanish private channel La Sexta.

This channel was chosen because studies like Berrocal, Redondo and Campos (2014, p.94) have stated that “La Sexta is by far the channel on which the use of infotainment resources seems most significant”. Similarly, according to the GIPEyOP and Mediaflows survey conducted in December 2016 with 5,414 individuals, this channel is the most popular source of information about politics. Moreover, La Sexta ranks high in terms of political influence: it comes in third place, after Cadena SER, a radio station, and El País, a national newspaper (López, 2017).

The following variables, following Igartua (2006), were considered for each unit of analysis:

- Identification.
- Formal characteristics: location, duration of the segment about the energy issue, total duration.
- Information characteristics: generic framing or eco-specific framing.

To ascertain the news framing based on the theoretical perspective outlined above, the primary goal was to examine how the stories about energy issues were structured in terms of the classical functions of framing set out by Entman (1993, p.52): definition of the problem, a causal interpretation establishing the parties responsible, a moral evaluation and/or the recommendation of a possible solution. Secondly, four issue-specific frames relating to energy issues as such are discussed: eco-indifference (no mention of environmental concern); eco-efficiency (reference to the relationship with the environment, but highlighting the possibility of limiting harm through technology and efficiency); eco-sustainability (harm to the environment is addressed and renewable energies are championed); and eco-radicalism (a change of model is advocated, not only regarding energy, but also a socio-economic model based on new consumption habits). The eco-frames are drawn from Dryzek (1997), who discusses different approaches to the use of language in relation to environmental issues in recent years and uses three of the four “semantic-narrative formations related to the sustainable development and environmental problems” described by Lorente et al. (2009) in their media discourse analysis about the Bali Summit.

The programmes analysed were:

- *El Intermedio*, a programme defined as news satire by Valhondo (2007), which uses humour for political topics to empathize with viewers. Hosted by a comedian who goes by the name of El Gran Wyoming and Sandra Sabatés, and produced by Globomedia, it has been broadcast from Monday to Thursday immediately after the 20:00 news bulletin since the channel launched in 2006.
- *El Objetivo*, a weekly, breaking news programme produced by Globomedia and hosted by Ana Pastor. There is an in-depth interview and sometimes a debate, every week; experts are invited to participate, and it is the first Spanish television format that uses fact-checking or data journalism in a section called *Pruebas de verificación* (“Fact checks”). Another outstanding feature of this programme is a section called *Maldita Hemeroteca*

(literally “The Damned Archive”, where guests are brought face to face with what they have said or done in the past). *El Objetivo* is broadcast on Sundays at 21:30 or 22:30, depending on the season, and was launched on 2 June 2013.

- *La Sexta Noche* is a weekly political debate, breaking news and events programme hosted by Iñaki López and Andrea Ropero. It has been broadcast on Saturday nights since 26 January 2013 and includes a panel of well-known (and sometimes controversial) journalists and politicians. In-depth interviews are also offered, as well as edited pieces and reports where the host goes out on location. A distinctive feature of this programme is the participation of experts in a section called *El análisis en la pizarra* (literally “analysis on the blackboard”). It is broadcast every Saturday from 21:20 to 02:20.
- *Al Rojo Vivo* is a daily programme analysing and debating national and international current affairs. It is hosted and directed by Antonio García Ferreras and is produced by the La Sexta newsroom. Its usual schedule is from 12:20 to 14:10, although it tends to be longer or broadcast special programmes at night or at weekends if current events so require — for instance, around elections.
- *Más Vale Tarde* is an evening magazine programme broadcast from Monday to Friday from 17:20 to 20:00. Produced by the La Sexta newsroom, it is hosted by Mamen Mendizábal, Hilario Pino, Alberto Herrera and Manuel Marlasca and uses a talk-show format to discuss the latest news.

Results

Before presenting the results it is important to note that 18 units of analysis were selected after a systematic viewing of programmes in line with the initial research criteria relating to the representation of energy policies: 6 from *El Intermedio*, 4 from *La Sexta Noche*, 4 from *Al Rojo Vivo* (one of them includes two separate pieces that mention the issue), 2 from *Más Vale Tarde*, and 2 from *El Objetivo*. The 18 programmes analysed comprise

4.8% of the reviewed sample (n=375), and spent a total of 1 hour and 53 minutes addressing the topics of energy poverty and the electricity price increase, an average of 22 minutes per programme. *La Sexta Noche* and *El Intermedio* gave relatively more time and prominence to the energy debate, more than half an hour each, the former in four broadcasts and the latter in six, with segments of varying frequency and duration: weekly and from Monday to Thursday; more than four hours, 262 minutes on average, and about 53 minutes respectively. *La Sexta Noche* dealt with the area in 16% of the sample, 24 broadcasts on Saturdays from September to February, while the percentage for *El Intermedio* is lower, at 6.5%, since it is broadcast from Monday to Thursday (93 broadcasts in the sample).

The issues raised most frequently are energy poverty and the increase in the cost of electricity, which were the focus of media attention on two specific occasions: 14 November 2016 and 18 January 2017. In the time period analysed (6 months), 72.2% (n=13) of the broadcasts dealing with energy issues related to two events that had pushed the topic to the top of the news agenda.

The first event was the death of an elderly woman in the Catalan city of Reus on 14 November 2016 due to a fire caused by a candle she had used to light her home because the electricity service had been cut off. The second event occurred on 18 January 2017, when an alarming increase in electricity prices coincided with a period of higher demand due to a cold storm crossing the Iberian Peninsula. So dramatic was the increase that that the Public Prosecutor's Office on Civil Matters of the Supreme Court opened proceedings to investigate the reasons for the "consecutive increases" in charges on electricity bills.

The comparison (in minutes) between the average duration of programmes and the average time dedicated to energy issues in the segments analysed is as follows: *La Sexta Noche* (8.3 minutes) and *El Objetivo* (7.79 minutes) dedicated the most time on average to the energy topic when included in the programme, followed by *El Intermedio* (5.52 minutes), *Al Rojo Vivo* (3.25

minutes) and *Más Vale Tarde* (3.18 minutes). In relative terms, more attention is spent on energy issues in weekly programs than daily ones, with the exception of *El Intermedio*.

Regarding generic framing, in most cases (13) the subject of the pieces, understood as the definition of the problem, focuses on energy poverty, while the main focus is the electricity pricing system on only five occasions. Furthermore, in relation to the people assigned responsibility for the current problem, first place goes to the government, followed by electricity companies and only blame is laid against other public authorities or citizens themselves only anecdotally. Most of the pieces (12) have a moralizing purpose, compared with five that do not. Four pieces make no explicit reference to any solution for the problem. Focusing on issue-specific frames, a prevalence of the eco-indifferent frame can be observed in the programmes analysed, followed in order of significance by the eco-sustainable and eco-efficient frames. Eco-radical ideas are not mentioned.

Conclusions

It has been observed that the time dedicated to energy poverty and the increase in electricity prices for the period of analysis is minimal on information programmes: only 0.12% of the total duration time.

Not much attention was paid to energy issues on the daily programmes *Al Rojo Vivo* and *Más Vale Tarde*, which focus on immediate current affairs, despite their length. The range of topics that are dealt with on debate and weekly magazine programmes, above all *La Sexta Noche*, enables energy issues to be included to a greater extent than on programmes that focus on daily political activity, concentrating on disputes between political parties and competing statements between politicians.

The energy debate receives greater coverage from a social perspective related to human interest and/or tragic events (*La Sexta Noche*), or from a critical-satirical perspective in order to complain (*El Intermedio*). Perhaps the general consensus about the need for solutions for families that are most

vulnerable to energy poverty, as well as the concurrence of the two key events with other more weighty news stories such as, for instance, Donald Trump's victory in the United States presidential election (10 November 2016), as well as a number of cases of major corruption in Spain, had a dampening effect on the prominence of energy issues.

Regarding the use of specific framing, the primacy of eco-indifferent framing and the total absence of eco-radical framing is striking, despite the fact that *La Sexta* is one of the channels that is most committed to raising awareness about environmental problems in the audiovisual context of Spanish TV channels, according to results from other studies (Mercado, 2010). The absence of specialized journalists on talk-shows and the scarce presence of experts or ecologists relegates the connection between two events that caught the attention of public opinion — the death of a victim of energy poverty and the increase in electricity prices during the coldest days of the year — to a secondary status compared with the primary concerns of energy policies, the rational use of resources, renewable energy models and the relationship between energy consumption and climate change, going beyond the issue of financial savings to bring environmental conservation and sustainability into the heart of public debate.

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ONLINE RADIO BROADCASTS: THE STRENGTHS OF INDEPENDENCE AND KEY POINTS IN THEIR CONSOLIDATION. THE CASE OF CARNE CRUDA, RADIOCABLE AND EL EXTRARRADIO IN SPAIN

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Introduction

Independent online radio broadcasting, separate from media oligopolies, saw great advantages in the opening of the digital space that had been lacking until that moment, since it is not dependent on government radio frequency distribution to exist legally and can start initially with little investment and limited human resources. Other elements that have strengthened its appeal are that it escapes territorial regulations, it has global reach and it contributes to an oxygenation of a media ecosystem dominated by a politicized agenda linked to economic interests (López-Villafranca & Olmedo, 2017). This transformation takes place according to users' interests "towards more open structures of communicative relationships, of constant collaboration, instantaneity in communication, sharable content to use and discard, additional information in images, experiences, transmedia, radio on demand, etc." (López Vidales, Rubio & Garcia, 2015, p.49).

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Many projects are launched each year, but not all become consolidated and those that do demonstrate large amounts of creativity and professionalism, becoming examples for their creation of new formats, interactive relationships with audiences, daring treatment of content and new financing formulas. These features define the projects that are included in this study such as *Carne Cruda*, *Radiocable* and *El Extrarradio*, which have become benchmarks in the field. Their listeners are part of an audience that has greater and greater representation. In fact, the audience that listens to internet radio is beginning to be present in media studies, especially enhanced by the spread of its reception by smartphones, as identified at the time by Castells, Fernández, Linchaun and Sey (2006). In the last General Media Study (AIMC, 2017), of 24.6 million listeners in Spain, some 1.9 million (7.8%) listen to internet radio and 59% do so using a smartphone. 1.55 million listen by streaming and the remaining 350,000 listen in podcast form (data for the latter have only been recently incorporated and was not contemplated previously). Podcasts play a very important role in the independent projects and they are good allies for sharing with listeners that are part of the virtual communities created around the project. These communities are going to be a key element to consider in the present analysis.

Even in 2009, Cebrián, when making an account of the characteristics of online radio, pointed out that conventional radio “focuses on participation, and cyber-radio provides access to full interactivity (...)” (Cebrián, 2009, p.14). And this interactivity takes the phenomenon much further, as in the construction of virtual communities, without which the consolidation of a space in the virtual sphere would expire. The community is necessary as an inherent entity in the project. Martínez-Costa refers to this when he points out that “creating a radio brand is already inextricably linked to creating a community around it” (Martínez Costa, 2011, pp.135-136).

Carne Cruda, Radio Cable and El Extrarradio: awards, professionalism and opportunity

To contextualize our object of study, we will offer a brief outline of each of the online radio broadcasts included in this work, which are characterized as projects recognized by the sector, led by professionals in the field of communication and have made themselves models of innovative and activist journalism.

Carne Cruda

Carne Cruda is a magazine programme including social content and satirical humour that deals with current affairs with clear criticism of a political class marked by corruption. It is broadcast over the internet and was supported by eldiario.es for three seasons, with a fourth season that began on 12 September 2017 and takes place over the 2017-2018 period. It broadcasts live on Tuesdays, Wednesdays and Thursdays at 10:00 and is broadcast over 26 FM stations and 11 stations on the Web, all of which are independent stations with a clear social focus. The programme is directed by Javier Gallego, “Crudo”. Before being broadcast online, it was on the RNE public radio station in 2009, specifically on Radio 3, where it was broadcast from Monday to Friday from 14:00 to 15:00. Its disagreement with the editorial line of RTVE when the Popular Party entered government caused it to be cancelled on 31 August 2012. That same year, it received an Ondas Award for Best Radio Programme, recognition that did not save it from being cut from the public broadcaster. It later became part of the Prisa group. Carne Cruda was on the air on Wednesdays and Fridays from 16:00 to 17:00 on Cadena SER until 9 November 2014, at which time the discrepancies with the board for political reasons drove the project to its current status: broadcasting independently over the internet.

Radiocable

Radiocable was the first radio station to broadcast on the internet in Spain and has been on the net for 21 years. It began its journey in 1997 in a private house in Madrid and was one of the first stations that advocated for free and independent journalism. In 2006, it won the Ondas Award for Space Radio Innovation for offering a pioneering format on internet radio. Fernando Berlín, a regular collaborator, was its founder and La Cafetera is its flagship programme, in which Berlín conducts political interviews, tackles social issues and current affairs from a critical point of view. Its recognition has had a national and international dimension. Only a month after being set up, Microsoft included in its list of the “The best of the web”, classifying it among the 30 best media outlets on the planet, along with the Washington Post and the Wall Street Journal.

El Extrarradio

This initiative emerged in 2012 and was driven by two journalists, Olga Ruiz and María Jesús Espinosa de los Monteros.³ Specifically, the idea came from Olga Ruiz who, after being dismissed as a journalist from a conventional station, decided to launch this project which has already won important national awards: the Ondas Award for Radio Innovation at the 60th National Ondas Awards (2013); 11th “Carmen Goes” Journalism Award 2014 for values of equality and promotion of the role of women and a Radio Academy Award, Luis Arribas Castro Award for Radio Innovation. This recognition supports the project, as its own website says, for “journalism that moves away from the newsroom and comes into the street, reports where we put ourselves in the shoes of others. Reflections for another possible and necessary world, exquisite literature for demanding readers, urgent laughter for changing realities”.

3. Information from an interview with Olga Ruiz by Gorka Zumeta (2013): <http://www.gorkazumeta.com/2013/11/entrevista-olga-ruiz-el-extrarradio-i.html>

Objectives

This study aims to identify the key features of the consolidation of independent online radio projects such as Carne Cruda, RadioCable and El Extrarradio in Spain.

We also have the following specific objectives:

- To analyse the programmatic aspects of each project in order to assess the innovations and content that give them a particular character for their audiences.
- To know the role of the listener-sender relationship and relationship with civil society.
- To determine what the financing mechanisms are that keep the project alive.

Method

The method applied to achieve these objectives has contemplated qualitative and quantitative aspects to offer an overall view of the phenomenon studied.

We designed a critical-descriptive analysis sheet to ascertain the radio spaces established by the different projects according to their thematic nature. The following descriptors have been established to find out about their alignment with civil society and other means to make their proposals sustainable from a social and economic support point of view: collaboration with the media; collaboration with associations/NGOs; relationship with listeners and relations with institutions.

To find out about the functioning of the medium and the internal financing data, we opted for interviews, since we consider this method to be the most suitable for the qualitative value of the represented study. The semi-structured interview was conducted via email with Carne Cruda in July 2017, but attempts to do the same with Radio Cable and El Extrarradio were unsuccessful, despite two months of efforts. In order to solve this obstacle, we chose to systematize the data found after collecting published research

and articles about these stations and record the podcast downloads made in November 2017 from the Spreaker and iVoox sound platforms.

Table 1. Methods

Objectives	Techniques	Expected Results
To analyse the programmatic aspects of each project and relations with media and/or social entities	Analysis sheet	Proper understanding of the details of the habitual contents and identification of the organizations and groups that support the project
To find out the role of the listener-sender relationship and relationship with civil society	Analysis sheet	Identification of the listener-station relationship in the new digital context
To determine the financing mechanisms that keep the project alive	Interview and documentary review	Establishing the financing channels of the projects studied

Source: Olmedo & López-Villafranca (2017)

Results

The analysis reveals the diverse staging of the radio projects studied, without losing the objectives that gave rise to their formation, such as creating radio spaces governed by critical discourses regarding the social, political and economic system and that have innovative proposals in their content, characters, formats and sound elements. In addition, the analysis reveals fruitful relationships such as the listener-producer relationship and terminology such as “de-virtualizing” the community, aspects that until a few years ago would have had not had a place, but that reflect methods and successful projects. Below, we present the results achieved in more detail:

Carne Cruda offered a division in its programmes, what the team calls *Dissecciones* (Dissections), radio programming spaces with varied contents, and later its programming was formed as described below:

1. *El Debatuiter* (The Debatuiter): an opinion radio talk show with guests who have great impact on the social network Twitter. These guests include Gerardo TC, Anita Botwin, Fanetin and Carlos Langa.

2. *El Planazo del Señor Sanabria* (Mr. Sanabria's *Planazo*): a tour of music, film and literature that may be of interest to listeners.
3. *La Isla de los Malditos* (The Island of the Damned): gives listeners literature suggestions.
4. *IBEXtigo con la Marea* (IBEXtigo with the Marea): investigates IBEX-listed companies and their non-transparent dealings.
5. *La llamada de la actualidad* (The Call of the News): as the name suggests, it calls upon interesting topics that are not discussed in the mass media.
6. *Planeta Pop* (Planet Pop): pop culture suggestions, always referring back to the pop music/art movement.
7. *Concierto en Crudo* (Concert in Crude): the programme's musical segment.

Carne Cruda still retains some of its humour sections from previous editions such as:

8. *El Sandwich* (The Sandwich) by Alfonso Latorre.
9. Santiago Alba: the harsh reality and the other library.
10. *La sección feminazi de Barbijaputa* (The Feminazi Section by Barbijaputa): a feminist section by a presenter with significant impact on social networks.
11. *El Caso Aislado de Fanetín* (The Island of Fanetín Case): a space that exposes the corruptions of Spanish politicians.
12. *¿Cómo lo haces?* (How do you do it?): which discovers how various artistic professions are carried out.
13. *Enviados espaciales* (Special envoys): this connects with different points of the planet, with input from listeners talk about their lives there as emigrants.
14. *Gente haciendo cosas* (People doing things): this section introduces social projects and initiatives by ordinary people.
15. *Otra película de la Guerra Civil* (Another film about the Civil War): this is a tribute to historical memory and to those who suffered in the conflict.
16. *Las Otras* (The Others): this section discusses great women of history.

Radiocable's content mainly focuses on offering news and information, and it has a flagship programme: *La Cafetera*. This space reviews the current news with a critical analysis, and Berlín is joined by the journalist María Navarro. The programme usually has guests related to the topic under discussion and include a wide range of different characters, from politicians to actors, poets, economists, veterinarians or journalists. In addition, it introduces humour that makes the news more dynamic and funny, and every Friday offers a videoforum. The programme can be followed live on the *Spreaker* platform and through the headers of *eldiario.es* and *público.es*.

The Radiocable website also offers press information distributed in different thematic fields. *La Actualidad* (The Current Affairs) section brings together the news guiding the coverage of the day. *Corresponsales* (The Correspondents) section offers the views of international journalists on relevant issues. *Nos miran* (Eyes On Us) comprises information from foreign media about Spain. Finally, the *Periodismo*, *Empresas y Turismo* (Journalism, Business and Tourism) sections collect news and reports on these thematic fields but are not critical or reflective in nature.

The last of the sections is called *Otros* (Others) and includes the Blog section, which contains the video blogs that the director, Fernando Berlín, records as a contributor to the digital newspaper *Infolibre.es*. Others also contains *La Cafetera*, which as we have mentioned is the radio programme, Focus Group, a section that the team itself classifies as in-depth profiles and reports on matters of public, social and business importance. It further includes sections on Technology, Entrepreneurs, Trends and Solidarity, which contain content classified by theme.

El Extrarradio presents a different model, linked completely to the podcast and comprising fourteen different spaces making use of different radio genres and incorporating a social stance into the content. The programmes offered are as follows:

1. *Cuando éramos periodistas* (When we were journalists): focused on discussing the journalism profession with the knowledge of great journalists.

2. *El año que vivimos peligrosamente* (The year we live dangerously): in-depth reports that aim to offer the most information so that listeners can form their opinions.
3. *El látigo de Joyce* (Joyce's whip): programme designed for people passionate about literature, authors, bookstores and publishers.
4. *El Submarino* (The Submarine): recreations of radio fiction, which seeks to recover a genre long forgotten by big radio stations.
5. *Esto no es Kansas* (This is not Kansas): segment for cinema beyond blockbusters.
6. *La buena gente* (The good people): solidarity programme that puts names and faces to "the brave people" who help others.
7. *La Japonesa* (The Japanese): humour programme with a Japanese presenter.
8. The themes of El Extrarradio: this programme offers the chance to hear the making of audio documentaries.
9. *Misero Palace* (Misery place): space for meeting with artists, poets and writers.
10. Comb your hair because people are coming round (*Péinate que viene gente a casa*): programme for interviews without looking at the clock.
11. *Récord se escribe con tilde* (Record is written with an accent): programme dedicated to sports for sportspeople and others.
12. *Relatando* (Recounting): offers a space for fiction on the radio.
13. *Soy tú* (It's you): a section that seeks to foster empathy by putting oneself in the place of another.
14. *Suena en la periferia* (Sounds in the periphery): programme for peripheral/minority music and singers.

Regarding the relationship with the listeners, these stations have built a relationship with listeners face to face. In numbers, *Carne Cruda*, according to the data they provide, has around 2,500 producer-listeners, with a growth of between 500/600 producers-listeners in the first two seasons. According to iVoox downloads, the average number of listeners for the third

season is 28,000/30,000 per programme and 650,000 downloads per half-year, which means an average of 162,500 per month. This are joined by downloads from their own website or Spreaker. These figures reflect listener loyalty and the possibility of being a producer in the space strengthens that relationship. In addition, its producers (microsponsors) receive constant information through its Newsletter and have a personalized diploma as a commitment by the station to its listeners. They are characterized by having a close relationship with their advertisers (which are small in number and are governed by ethical codes), with non-governmental organizations that also participate in the content with spaces and cooperation and other radio stations, such as Libertad FM and more than 30 community radio stations that broadcast its content, in addition to the newspaper eldiario.es, where they are based, and from which they receive economic support and space in the newsroom to carry out their work.

Radiocable also makes use of social networks, which are a great ally, through WhatsApp, the blog and events. In fact, in May 2017,⁴ it gathered more than five hundred listeners who are called “the resistance” in a park in Madrid to show that real people support the project, beyond a virtual community, an act called to “de-virtualize” the listeners and give them the personalization needed to keep involving them in the project. This construction of community has laid the foundations of its success. The relationship with its listeners is indispensable due to their nature as microsponsors, and Radiocable keeps them constantly updated about its content through Spreaker. Its relationship with other media such as eldiario.es or infolibre.es and its close connections through correspondents in media such as the Washington Post, Democracy Now, CNN + and BBC, give it prestige and a global media presence.

Regarding broadcasting itself, its main asset is Spreaker and, according to the data obtained throughout the month analysed, it has a daily average of

4. <http://guiadelaradio.com/la-cafetera-de-radiocable-es-reune-a-sus-oyentes-en-el-parque-del-retiro>

sessions (“plays”) of 17,068 and an average 3,821 daily downloads of the programme, which means more than 80,000 per month. It can also be found on IVoox, but its presence is not as strong as Carne Cruda and its numbers range between 1,000 and 3,000 daily downloads.

El Extrarradio had 94,000 downloads the first year,⁵ which was an average of 7,833 per month, but numbers have been declining in recent years. Its programming remains on the web with timeless content and its sound spaces can be found on Soundcloud and on the iVoox platform. In addition, the station’s team also produces content for Carne Cruda, reports on social issues that it shares with the station. Since 2016 they have had little activity on the web and social networks, limiting their participation to specific moments. And it has not been possible to obtain an exact up-to-date number of downloads, despite efforts to get first-hand data from the members of the station.

The alliances of these three radio projects with their publics have been built fundamentally through relationships on social networks. The activity and numbers vary on the different networks. For example, Carne Cruda has a greater number of followers on Facebook (83,891), compared to Radiocable (7,486); however, Radiocable exceeds Carne Cruda on Twitter with 167,000 followers compared to 128,000. However, the number of tweets and likes of both broadcasters see similar figures, so differences in the number of followers does not mean large variations in activity (See Table 2).

Table 2. Activity on social networks

Social Network	Carne Cruda	Radiocable	El Extrarradio
Facebook			
- Followers	83,891	7,486	-----
- Likes	85,636	7,559	-----

5. http://www.lasexta.com/noticias/cultura/nos-adentramos-extrarradio-radio-online-ganadora-ondas_20131201572710a76584a81fd884a45b.html

Twitter			
-Followers	128,000	167,000	10,500
-Following	2,368	11,200	1,203
-Tweets	74,700	70,100	11,900
- Likes	14,600	15,500	1,446
Instagram			
-Followers	15,200	1,893	22
-Following	655	301	3
- Posts	629	184	13
YouTube			
-Subscribers	7,700	5,900	196
-Views	2,800,000	1,800,000	16,000

Source: Olmedo & López (2017)

Crowdfunding plays an essential role in the financing of the three projects, which first started with no economic resources. Carne Cruda began with 0 euros, although in just one week they raised 40,000 euros through a crowdfunding platform. Its economic evolution and number of partners over the three seasons has been remarkable. In the first season, they raised 109,023.56 euros through contributions from 2,500 producers. This amount is joined by the 7,623 euros of sponsorship from Canna and 1,402 euros of advertising injected by iVoox, which means a total of 118,047 euros. In the second season, 141,748.82 euros were raised, more than 120,000 coming from donations from the producers. In the last season, they exceeded the previous income by 10,000 euros and more than 3,000 members made broadcasts Carne Cruda possible. Canna and Oxfam contribute with 14,250 euros and get the advertising for the videos, iVoox and eldiario.es provide 4,973 euros, plus an additional 480 euros for special election programmes co-financed by eldiario.es.

Radiocable began with a loan of 300,000 pesetas, with which Fernando Berlín bought a computer. Although we have not been able to access the

station's economic data, it is still going 21 years later, so donations and advertising on the Web make it possible to broadcast periodically. Radio Cable has 3 workers, one of whom is financed by the university and a fourth person who provides maintains and designs the website. Its financing comes from crowdfunding, using the hook of the station programmes such as La Cafetera, in addition to sponsorship, revenue from advertising that passes the filter of an ethical code, the iVoox podcast platform and its own financing system through the sale of audio-visual content and communication services (Rodríguez Ortega, 2016).

El Extrarradio does not follow a routine schedule due to lack of funding, and there are no advertisers on its website. Through crowdfunding (PayPal), they managed to survive the early stages. But currently, they cannot be exclusively dedicated to the station because the resources are not enough to live on what they produce. The relationship between El Extrarradio and Carne Cruda allows us to continue enjoying its content, with reports and other audio productions on the Carne Cruda website.

Conclusions

Carne Cruda, Radiocable and El Extrarradio are examples of online radio projects that have acquired a commitment to the profession and to citizenship, and are even signs of victory in a rebellion against a media system governed by large corporations, especially in the cases of Carne Cruda and Radiocable.

The main audiences are the listeners, social collectives and advertisers that comply with the code of ethics and the relationship with listeners is very close, not only as microsponsors, but also as participants in the spaces and content, mainly through social networks, which creates a feeling of belonging and ownership with regard to the initiative. Virtual communities are thermostats of the social support of the proposals.

These projects are fundamentally social and related to issues that interest their listeners (minorities, social groups, economy, politics, culture). In

Carne Cruda, for example, migrants report on their experiences. So we can say that its content satisfies listeners who did not find a response to their interests and vital or ideological motivations in the conventional stations.

Crowdfunding allows media professionals to create their own organizations and develop their professional projects with freedom, trying to exercise their social function and service to citizens. And crowdfunding has become a fundamental source of funding. The stations that get more funding are those that have had support from other media, such as Carne Cruda (eldiario.es) and Radiocable (eldiario.es and international press). In the case of El Extrarradio, journalists have to do other jobs in order to survive. Therefore, the presence of the professionals of these stations in the conventional media or their repercussion and visibility in the mass media helps people know of their work and, therefore, helps listener financing.

These stations, despite their strengths and weaknesses, form part of the media proposals that demonstrate that a different journalism is possible.

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MULTIMEDIA APPROACHES TO RESILIENCE AND EDUCATION: AN EDUCOMMUNICATION EXPERIENCE AT THE UNIVERSITY OF MALAGA (SPAIN)

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For David Merino, a colleague and collaborator from the start, who left us in 2017. We will not forget you.

Introduction

Children and youth at social risk in Malaga, Spain

The financial collapse that began in 2007 led to a rapid impoverishment in Spain, with inequality rates unparalleled in the EU (FOESSA, 2016a, p.4-14). These figures are even starker at local and regional levels, where this project is focused.

The setting is a country (Spain), a region (Andalusia) and a province (Malaga) with unemployment rates of 16.55%, 24.43% and 20.07% respectively, which increase for young people under 25 to 44.07% and 47.88% in the first two areas (INE, 2018). No data are provided by the Spanish Statistics Institute (INE) for the provincial level. Andalusia has the highest AROPE (At Risk of Poverty or Social Exclusion) rate in Spain, 35.4%, well above the national average of 22.3% (INE, 2017). This trend is

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particularly serious among children (with a national AROPE rate of 31.7%) and young people (with a national AROPE rate of 37.6%). These population groups are under a double threat: intergenerational transmission of poverty and *chronic* exclusion (FOESSA, 2016b).

In view of these extreme dynamics of dispossession and inequality, we believe that it is essential to develop approaches that enable overall interventions commensurate with the multiple factors that characterize poverty and social exclusion. These interventions should operate within networks between public institutions and third sector organizations (NGOs, associations, non-profit foundations...). To do so, it is important to identify, study and disseminate intervention models for at-risk children and youth that combine social commitment, rigorous design and evaluation, and the ability to innovate and experiment. This process crucially requires that the subjects and groups involved play a key role whereby their personal and sociocultural protection factors are revealed, with a view to recognizing and promoting their potential for (self-)transformation and resilience, understood as “a dynamic, constructive, originally interactive, sociocultural process that leads to optimize people’s resources and enable them to overcome adverse situations” (Kotliarenco & Cáceres, 2011, p.1).

This is the backdrop to the work done by the members of the RIEDU (Resilience, Inclusion and Education) Research Group from the University of Malaga (UMA) from 2013 onwards, within the Excellence Research Project funded by the Andalusian Government entitled “Network-based socio-educational care for the promotion of resilience among children at social risk”, and hence the origin and theoretical background for the Educational Innovation Project (EIP) entitled “Multimedia approaches to resilience and education”.

This is an initiative by a team of nine lecturers in Education, Communication and Psychology, and a social educator (and PhD student at the UMA), most of whom were already part of the RIEDU research group. Our aim was to

encourage Education and Communication students at the UMA to become acquainted with, and reflect on, the processes of social exclusion and resilience experienced by children and youth in Malaga so that they could ultimately produce their own multimedia narratives on this subject.

The theoretical approach of educommunication

Our conception of this teaching experiment is encompassed within the field of “educommunication”, a term that we prefer to other related terms such as “media literacy” due to the unequivocal dialectic, dialogic and democratic emphasis that “educommunication” brings to the interaction between education and communication. Some conceptions of “media literacy” adopt an economistic approach, oriented towards providing education on supposedly neutral media (Aparici, 2010, p.11), or merely embracing a paradigm of “technological somnambulism” (Cabello & Rascón Gómez, 2015); and terms such as “education for communication” and “communication for education” are at risk of reductionism, by “turning communication into a school subject” or “technifying education” (Huergo, quoted in Oliveira, 2010, p.130). In contrast, educommunication explicitly refers to the tradition of liberation pedagogy and communication pedagogy, advocated by Paulo Freire, Mario Kaplún, Daniel Prieto Castillo and Francisco Gutiérrez (Aparici, 2010, p.11).

Thus, in opposition to education/communication models linked to what Kaplún (quoted in Barranquero, 2009, p.3-4) called either “transmission pedagogy” or “persuasive-behavioural pedagogy”, we advocate a “problematizing pedagogy” (*ibid.*, p.3). It seeks to promote autonomous reflection and action among educatees, organized within an interaction framework “that supports the group and its self-management ability” (Kaplún, 2010, p.55). This problematizing pedagogy is ultimately inspired by the communicative conception proposed by Paulo Freire in the early 1970s, which was summarized by Barranquero (2007, p.117) as follows: “According to Freire, communication is synonymous with dialogue, [...] True communication is [...], according to this model, dialectic, [and] in this way it raises ‘awareness’

in the twofold political-pedagogical sense articulated by Freire, as knowledge (or discovery of the basis for things) and awareness (of oneself, of the other, of reality)".

These models have resulted in a mixed field, educommunication, the aspirations of which were recapitulated by García Matilla (2010, p.151-152) in this way: "offering the tools to understand communication's social production; assessing how power structures operate, and what techniques and expressive elements are managed by the media; and receiving the messages with sufficient critical distance, minimising the risks of manipulation".

To complete this succinct conceptual review, it is worth mentioning the rich nuances added by Barranquero (2007) in his genealogy and definition of "educommunication for social change". He relied on a historical journey influenced by Freire and also on the current communicative critical school that emerged in Latin America that would forge the paradigm of "communication for social change" (Gray-Felder and Deane, 1999), and provided seven key aspects to plan these kinds of initiatives which give us the basic road map for our EIP (Barranquero, 2007, p.118).

The first aspect is that the "process of collective transformation" (*idem*) takes priority over the media outputs emanating from it. The second aspect is that the actors involved should appropriate the process and make it their own. Barranquero also stressed that the actions designed need to be "culturally pertinent" (*idem*), in order to deal with the cultural and linguistic particularities of each community. The fourth and fifth features are interlinked; while emphasis is made on interventions on the ground to generate local participation, it is also argued that network-based efforts need to be made in order to bring together similar experiences identified in different settings, as specified by Kaplún years ago: "Just as [...] a group is much more than the sum of its members, an intergroup network is much more than the groups that make it up. [...] The *raison d'être* and legitimization of the use of media lies precisely in this distance intergroup communication" (Kaplún, 2010, p.

57). As for the choice of technological media, it should always be adapted to the context, so that media do not become ends in themselves. Finally, in Barranquero's view, it is essential to set medium- and long-term goals for the actions, in order to be able to truly appropriate the processes and enable a lasting transformation of the life conditions in the communities involved.

AIMS

This EIP (15-156) has two overall, complementary aims:

1. To contribute to our students' critical approach to social exclusion processes in children and youth in Málaga; and to the socio-educational initiatives that promote their resilience, including how they are mediated by their audio-visual representations.
2. To foment the dissemination of these processes and initiatives among the university community and the general public, starting from the immediate environment and seeking to expand to other universities and locations.

More specifically, we aim to help our students identify in their environment, and further disseminate, network-based socio-educational practices and initiatives, in order to promote resilience among children and youth at social risk; and to encourage them to make an ethical commitment to their study/intervention subjects, with special emphasis on the critical analysis of the media construction of the figures and environments of social exclusion; and finally, to ensure that they return the materials produced to the communities involved, as well as encouraging their wide dissemination by making them publicly available in video repositories.

Method design

This EIP initiated a *project-based cooperative learning* experience relying on the close influence of the *Comsolidar* agency for solidarity-based communication, developed by Marcial García, a lecturer at the UMA (Olmedo and Ruiz Mora, 2013). The project was halfway between social education and audio-visual communication, and took place during the 2015-2016 and 2016-2017 academic years. Cooperative learning is understood here following the classic definition: “the instructional use of small groups so that students work together to maximize their own and each other’s learning” (Johnson & Johnson, 1999, p.20). The proposal made to our students involved the creation, production and dissemination/return of a multimedia project composed of a video documentary of approximately three minutes, an advertisement of around 30 seconds and a video for online distribution (teaser) of approximately 10-15 seconds. The theme was an intervention with children and youth at social risk in the Malaga province.

This twofold dimension, namely service-learning and multimedia output, reflected the heterogeneous make-up of the 268 students who participated in this initiative over the 2015-2017 academic years. The teaching team focused on the collaboration across four subjects that were part of courses taught at the Faculties of Education and Communication at the UMA. These included, among others, the subjects of second year of the Social Education course entitled “Social education in the face of marginality and exclusion” and “Children and youth at social risk”. In 2015-2016, Cristóbal Ruiz, our assistant (and principal researcher on the RIEDU project mentioned above), coordinated both subjects and the following year only taught the latter. A total of 133 Social Education students worked on the project. There were also 130 third-year Public Relations and Advertising students who took the subject “Making multimedia videos” in 2015-2017, and five fourth year Audio-visual Communication students who joined the EIP in 2015-2016 as part of the subject entitled “Documentary making”. Both these subjects

were taught by Alejandro Alvarado, with Ana Sedeño as an assistant in 2015/2016.

Development of the project

The first phase of the EIP started in the first semester, with an approach to several communities with social exclusion problems in Malaga. This was conceived as an opportunity to practise the “feed-forward” proposed by Kaplún (quoted in Barranquero, 2009, p.5) in the 1970s: “To start a real communication process, the first step should be placing the receiver not only at the end of the diagram, but also at the beginning, initiating and inspiring the messages, as a way of feeding-forward. [...] True communication does not start with talking, but with listening”. In line with this, we gradually enhanced a negotiation process regarding the expectations, needs and desires related to the multimedia pieces proposed for the different organizations. As a result, an individual document was developed for each organization that contained the mutual commitments and requirements of the parties. It was envisaged to ensure that students would be able to carry out and disseminate the work at least within the university environment, while at the same time protecting the rights of the organizations to which we offered our project, if they wished to exercise their opposition.

The second phase started in the second semester and involved organizing interdisciplinary groups of students of Education and Communication Studies, assigning a project to each of them. In this way, we encouraged the creation of interdisciplinary teams of Education and Communication Studies students from the very beginning, taking into consideration the five essential elements highlighted by Johnson & Johnson (1999, p.20):

1. *Positive interdependence among students' goal attainments.* In our case, this was enabled by the fact that the audio-visual works to be produced by the students were based on a real case study, and at the same time helped disseminate the Social Education students' interventions.

2. *Promotion of individual and personal accountability.* In general, this worked well, even though there were some disagreements and organizational misalignments in some cases. It showed that activities that require students' commitment are beneficial, both from an academic and a social point of view. The feed-forward phase was crucial for this purpose.
3. *Use of interpersonal and small group skills and face-to-face promotive interaction between students from the different centres.* These were facilitated by organizing two joint events at the beginning of the semester (one to present the EIP and the other to form the interdisciplinary groups of students and assign them a project), and by continuous tutoring.

The first key event was the presentation of the project, where we gathered our nearly 130 students to explain the proposal to them and ensure that they could meet. In the 2015-2016 academic year, we took the opportunity provided by a presentation of three network-based socio-educational experiences in Malaga at the Main Hall of the Faculty of Education (22 February 2016) to bring our 124 students together. We were therefore able to provide contact with associations and members of three Malaga neighbourhoods (Carretera de Cádiz, La Corta & Los Asperones) where there are children at social risk. These organizations would then join the EIP. Students were able to see a model for the assignment they would have to complete, as they were shown an institutional video documentary about the "Asperones Avanza"³ programme, in which two of the EIP lecturers had participated. In the 2016-2017 academic year we brought all the students together again at the Main Hall of the Faculty of Education on 27 February 2017, and they were able to see a video summary of the output from the previous year's EIP. We also put some group dynamics in place to ensure that students who would be working as a team would be able to get acquainted with each other.

3. See <https://www.youtube.com/watch?v=nDxURMWcBk8>

The next stage involved assigning an organization or group to each team for them to carry out their multimedia narrative. We assigned most of the projects at the presentations in both academic years: the first year, based on the service-learning work conducted during the first semester as part of the subject “Social education in the face of marginality and exclusion”, and the second year, through contacts provided by the students or made by the lecturers. However, we assumed as part of the process that there might be some (sometimes insurmountable) disagreements with certain organizations, and that some groups might wish to change the focus of their work. This second phase therefore partly consisted of negotiating with the previously assigned organizations to adjust the relationship with our students, or otherwise simply search for new projects. Once this was completed, the groups and initiatives were finally assigned, as follows:

2015/2016 Academic year

- Nine mixed groups of Social Education and Public Relations and Advertising students worked with the following organizations: Cruz Roja Malaga (Malaga Red Cross), Cruz Roja Fuengirola (Fuengirola Red Cross), Mesa de Trabajo Comunitario de La Corta, Asociación Trans-Carretera de Cádiz, Casa Hogar La Colonia (FAISEM), Asociación de Vida Independiente (AVI), Casa Hogar La Buena Vida de La Palmilla, Granja El Pato (a non-exclusion foundation) and Asociación Trencadís Romí de Los Asperones.
- One mixed group of Social Education and Audio-visual Communication students worked with the socio-educational community from Los Asperones in producing a short documentary.
- Two groups of Social Education students carried out their service-learning work without producing the videos that were initially envisaged; and two groups of Public Relations and Advertising focused their audio-visual work on promoting the EIP and the Excellence Research Project from which it derived.

2016/2017 academic year

- 14 mixed groups of Social Education and Public Relations and Advertising students worked with the following organizations: Proyecto 7Arts/ María de la O primary school (Los Asperones), Asociación Gym Rocky Espartanos, Centro de Protección de Menores de Málaga (protection centre for minors), Fundación Proyecto Solidario por la Infancia, Infancia, Las Misioneras school (Palma-Palmilla), Jaapo (association of Senegalese street vendors in Benalmádena), Asociación Mujer Emancipada, Incide Mujeres, aural disability integration project at La Asunción school, Asociación TransHuellas/Ojalá (about transexuality), Málaga Acoge and Arribadown (theatre group); and another group based its assignment on raising awareness about violence against women.

Face-to-face promotive interaction between students was reinforced in the 2016-2017 academic year by bringing Social Education and Public Relations and Advertising students together in a classroom (in fact, in two classrooms, so that they could all fit) which was halfway between the Faculty of Education and the Faculty of Communication, to ensure that they would be able to liaise with their supervisors and the EIP coordinator.

4. *Group processing*. This involved evaluating audio-visual processes and outputs that combined educational and narrative aspects. This challenge was designed to address mainly two points: to preview the work before submission, and the final session where the videos were returned to the collaborating associations. These will be explained further when the fourth and final phase of the project is discussed.

This was followed by the third phase, fully focused on the production, recording and editing of the videos; and, finally, by the fourth phase which, following Johnson & Johnson (*idem*), we have called *group processing*. It consisted of hybrid processes and products being evaluated by academic actors (both teaching staff and the groups themselves) and external actors

(the associations involved). Two final events were organized to disseminate this phase of the EIP.

A preview was organized, where the initial video montages were shown in class so that the teaching team would be able to provide a pre-evaluation to the mixed-student groups. On 3 June 2016 and 22 May 2017, two *viewing marathons* took place, in which the teaching team gave all the student groups suggestions, corrections and assessments about their work process and the audio-visual output. These sessions logically entailed some problems, questions and nervousness on the part of the students. The lecturers attempted to solve these issues and ensure that the commitment made to the associations would be fulfilled (or, if this were not possible, to at least ensure that the class work produced would conform to certain quality standards).

At the end of the preview, we asked students to prepare the material to be submitted and obtained the evaluation from their respective collaborating organizations and their permission to show the videos (using templates provided to them). These organizations were invited to the final stage of the EIP: the public viewing of all the videos on the University's premises. This final viewing was particularly important because it involved *returning* the output of the EIP to the organizations by the student and teaching teams involved. Thus, on 3 June 2016 and 21 June 2017, the UMA Cultural Vice-chancellor's hall located at the Teatinos campus was filled with neighbours, projects and various organizations from different areas in Malaga (more than one hundred people for each session). This was the first time that many of them had set foot in the University of Malaga. There was a shared viewing of the videos, followed by a short discussion in which UMA students and lecturers, the headteacher from the María de la O school in Los Asperones, people with disabilities from AVI, the founder of Los Espartanos and some residents from the Casa Hogar La Colonia took part. After the sessions, some snacks were shared with the attendees in the gardens outside the academic hall, where we were able to continue discussing the videos and

even plan collaboration efforts for the future. All of this fulfilled Johnson and Johnson's recommendation to bring the group processing together with a "celebration" (*ibid.*, p. 129) of the shared work.

Results and conclusions

The pedagogical process of project-based cooperative learning described above is crucial for our research, and it is one of the most important results sought, despite its problematic issues and complexity. Having said that, the (remaining) main results of this EIP 15-156 are discussed below.

Over the course of two academic years, our 268 students completed 77 audio-visual pieces (including one short documentary about Los Asperones)⁴ for 27 largely diverse organizations in the Málaga province. These include well-known NGOs, such as the Cruz Roja and Málaga Acoge, and other lesser known associations, such as Transhuellas/Ojalá (about transsexuality), Asociación de Vida Independiente and the association of Senegalese Street vendors in Benalmádena (Japoo), as well as projects in the vicinity of the UMA such as Casa Hogar La Colonia-FAISEM and María de la O primary school in Los Asperones.

Other highlights resulting from this EIP that met our goals of dissemination of the dynamics of social exclusion and resilience beyond classrooms include press articles and academic outputs.

Regarding media presence, two journalists of the Malaga-based newspaper *SUR* published some news items about two projects related to the María de la O primary school in Los Asperones. The first piece (González, 2016) dealt with the collaboration between the Association Trencadís Romí in Los Asperones and the Equality Office at the UMA, which was reflected in a video produced by our students in connection with the creation of a wall painting to commemorate the 40th anniversary of the primary school at the

4. The authorized pieces can be seen here: https://www.youtube.com/channel/UCD_VuhNj6oAhh-jHLrjn6rnw/videos?shelf_id=1&sort=dd&view=0

University of Málaga. The second news item (Gutiérrez, 2017) was related to the 7Arts Project carried out at the same school in collaboration with the gypsy painter Lita Cabellut, which was documented by one of our groups in a series of three particularly remarkable videos (as noted in the article).

The academic dissemination of the results of this EIP (and some of its videos) has taken place mainly via presentations at several national and international conferences. On 15 September 2016, a presentation was delivered at the International Social Pedagogy Conference held in Girona 5, which was the basis for an article appeared later in an international education journal (Rascón, Cabello & Alvarado, 2019) on 29 September 2017, the results were presented at the European Researchers' Night,⁵ following an invitation received by the RIEDU group to do so; on 2 February 2018, a paper was presented at the International ECREA OSC Congress 2018⁶; on 8 February 2018, a presentation was delivered at the 4th Educational Innovation Conference at the UMA⁷; and finally, as was the case for our previous EIP (13-164) (Rascón & Cabello, 2015), on 11 December 2017, Florencio Cabello and María Teresa Rascón (2018) presented the final results of the project at the 4th International Congress of Educational Innovation organized by the TEC in Monterrey, Mexico.

Based on these results, some of the conclusions of these two academic years' work are discussed below. The aim of our educommunicative project was to seek processes of social transformation; both the continuous assessment in class and the final evaluation with the students, as well as the evaluation of the associations and groups involved suggest that this challenge has been met. It is true that some students expressed their anxiety about being in certain marginal areas or associations in the city of Malaga, but they ultimately became suitably integrated with the members of those

5. See <https://lanochedelosinvestigadores.fundaciondescubre.es/actividades/rompiendo-prejuicios-y-tendiendo-puentes-sobre-la-marginalidad/>

6. See <https://ecreaosc2018.wordpress.com/programme/>

7. See <https://eventos.uma.es/15468/section/9729/vi-jornadas-sobre-innovacion-educativa.html>

neighbourhoods and organizations.⁸ We also noticed that some groups had reservations about being recorded or participating in advertisements or documentaries about their life and work; and yet, they overcame their prejudices in this regard and perceived our students' "empathy", which Kaplún (quoted in Barranquero, 2009, p.5) defined as "the ability to put ourselves in someone else's shoes, of feeling what that person feels, of 'connecting' with that person, of being on the same wavelength", which is regarded to be key for educommunication. Having said that, there were two organizations that were not pleased with the results of the project and refused to give permission for them to be disseminated; and another organization required that we blur the faces of the participants (which we are in the process of doing) before giving us permission.

In the best cases, we have seen that the relationships developed during the academic year were extended after its completion, particularly in those situations where students worked with young people of their own age. In the worst cases, particularly as regards the shooting that took place in Los Asperones on 2 February 2017, with one person being killed and various ensuing conflicts and displacements, we believe that we were able to make a small contribution to this area, where some of our collaborators (teachers at the primary school and social educators) were severely affected by these events. In this way, both the RIEDU and the EIP teams, but above all, our students, have constantly supported the endeavour of disseminating socio-educational dynamics that prevent the further stigmatization of the area. These circumstances make our participation in the news items dated March 2017 even more significant. We like to think that the resilience dynamics that we sought to identify and promote have also had an impact on the teaching team when they faced adversities such as those described above. In addition, this has been a rich learning experience for us as lecturers, and has helped us engage in a healthy review of the stereotypes about

8. Some of their testimonies were recorded in one of the videos produced by our own students about the EIP. See https://www.youtube.com/watch?v=2Qq_njJaMvU

certain marginalized groups that we would have hardly envisaged otherwise. Some of these groups included people with disabilities, women who had suffered violence, transsexuals, street vendors and some members of a conflict-ridden area of the city who set up a gym and distributed food with the name of Espartanos, with Spanish flags all around.

As far as the process of cooperative learning is concerned, we believe that the *positive interdependence among students' goal attainments* should be refined further. While the basic formulation was clear, a better explanation should have been given to our students about the specific skills and the different nature and timing of the tasks related to social education and audio-visual production. This could have avoided confusions and erroneous attribution of accountability (which sometimes made coordination difficult). To put it shortly, it should have been stressed that social educators' tasks are based on *tact*, whereas communicators rely on *tangible* outputs; whereas the former work *gently and slowly*, the latter are seek to ignite *sparks* of creativity. In sum, while we recognize that there was some tension between the purpose of achieving social transformation and the intention to disseminate outputs in each of these fields, we are convinced that further enhancing the pedagogical work would result in a better perception by students of the mutual benefits of their collaboration, despite the concessions required on their part.

On a different note, the feed-forward phase was particularly important to ensure that the starting point was listening to the groups involved. It should also be highlighted how rich *group processing* was, with the ongoing involvement of the perspectives of students, tutors, lecturers and organizations in a mutually beneficial collaboration. The significant commitment of our students to the EIP should also be noted. It resulted in a high level of *personal and group accountability*, which at times proved difficult for the tutors and lecturers to handle, and even yielded some intragroup conflicts connected a certain perfectionism.

Regarding the audio-visual outputs generated, we consider that there is much merit in the highly diverse (27) groups and exclusion and resilience situations addressed by our students. They placed us face to face with very significant marginalization processes in the Malaga province, but they also helped us get a grasp of the struggles led by some well-established groups that operate with “medium- and long-term objectives”, as advocated by Barranquero (2007, p.118), and aspire to “long-standing, sustainable change”. We would also like to highlight the excellent standard of the 77 pieces of work produced, both in terms of content and creativity, and aesthetic and technical quality. Some of the videos are of a truly professional standard. This assessment has been shared to a large extent by the groups involved, whose previous experiences with the audio-visual dissemination of their work was very limited and usually amateur.

To conclude, we believe that our aims have largely been met, since our UMA students have had the opportunity to have contact with social exclusion situations experienced by children and youth in Malaga, and to become involved in the socio-educational processes that combat this exclusion. It is our wish that this local experience will be disseminated and have an impact on other groups and areas with similar problems and initiatives. We would like to note that, when we attended the CIIE’2017, we were able to meet Dr Adriana Palma⁹ who, in her capacity as President of the Latin American Pact for an Education with Human Quality (PALECH), invited us to join the Pact, which brings together educational institutions and universities from 25 countries in America (and 3 Spanish universities). As stated in Dr Palma’s visit to the UMA on 14 May 2018, this will give us the opportunity to disseminate our EIP further, as we are currently seeking to fulfil the educommunicative purpose of transcending the local setting through network-based initiatives similar to this one.

9. See <http://palech.org/noticia.php?id=433>

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STICKERS ON POLITICS. THE POWER OF A BRAND IS ITS WEAKNESS – A CASE OF ACTIVISM AND SUBVERTISING

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Introduction

City life is busy, filled with movement, people, colour, light and sounds that give places a lively atmosphere. With the clutter of all these stimuli, it is easy to miss a few stickers randomly glued to walls, doors, poles, traffic lights, bus stops. This article is about stickers that manage to stand out from the city's overcrowded surfaces, attracting attention from citizens, politicians and the media. They were carrying a powerful message: "Morto." [Dead.].

This all happened in Porto (Portugal) in 2017, but some contextual information might help to understand this case.

The City

Porto is the second city of Portugal, located in the north of the country. Famous for its port wine, it has been adding several other reasons for popularity in recent years, with a proportionate growth in reputation: a number of prizes and awards attest to its international recognition as a success story, namely as Europe's Best Destination in 2012, 2014 and 2017.

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Experiencing a period of economic growth, Porto has been witnessing a long-term strategy of structural improvements, including an international airport that attracted low-cost airlines, serving as a gateway for millions of tourists who came to revive the city business and therefore attracted investment. There have also been notable events, namely Porto European Capital of Culture 2001 (European Commission, 2011), which triggered significant rehabilitation and the emergence of iconic buildings such as Casa da Música (Marmelo, 2011) which have helped to put Porto on the map.

The Brand

Following the positioning of the city as a destination of excellence, a communication strategy was conceived, propelled by the creation of a new brand and graphic identity for the city in 2014. The brand has a curious peculiarity, since the logo also functions as a slogan: “Porto.” [Porto period] (Fig. 1), or, as Porto’s mayor stresses in his presentation of the city brand identity manual, referring to the full stop: “The smallest tagline in the world” (Aires, 2017, p.3). The brand’s concept highlights the city’s uniqueness and diversity and won several branding and design awards, namely a double Graphics Awards (Silver and Print Branding) in 2016; Double gold (best brand implementation and best of the show) at the European Design Awards (2014); a Graphite Pencil in the Design and Advertising Awards (D&AD, 2015).



Fig. 1. – “Porto.” brand; Source: Manual de Identidade do Porto. (Aires, 2017, p.11)

The Context

In the summer of 2017, there was a pre-election atmosphere in the country and the city (local elections were scheduled for October 1st). Although the summer is frequently poor in terms of news value and local politicians all over the country were fighting for media attention, one particular event stood out, enlivening the debate and providing the media with valuable content during the silly season. Randomly placed throughout the city, stickers were mimicking the city's brand "Porto.". They were sending a disturbing message: "Morto.", which means literally "Dead." (Fig. 2).



Fig. 2. – "Morto." stickers (Summer 2017); Source: (Moreira, 2017)

By subverting the original message of the city's logo to broadcast a counter power message, the stickers were a case of *subvertising* and of paradoxical activism, simultaneously enhancing love and hate messages towards the city and its brand.

Apparently anonymous, the campaign would have remained low profile, perhaps having a slight impact on the minds of the passers by, if it were not for the action of the mayor himself who, by placing an inflammatory publication on his official Facebook page, captured the attention of both the citizens and the media, triggering a political and civic controversy that exposed local idiosyncrasies.

Theoretical approach

This research case can be framed within the theoretical work of territorial communication, namely some models that provide both structural and contextual understanding of the phenomenon. We summon the model of the territorial brand hexagon (Anholt, 2006), the stakeholder-based branding theory (Gaio & Gouveia, 2007) and the line of thought of humanized and holistic place marketing (Rainisto, 2003; Rainisto & Kotler, 2007; Kotler, 2010; Anholt, 2016; Kavaratzis, 2012, 2017).

To complete the theoretical structure, we have included a set of conceptual universes of participation (Carpentier, 2011; Gumpert, 2017), activism (DeLaure, Fink & Dery, 2017; Bakardjieva: 2003, 2009) and subvertising (Matsu, 1994; Melo, 2011) but also storytelling (Pera, 2017) and co-creation (Woodside, Sood & Miller, 2008; Woodside & Megehee, 2009).

Territorial communication is still undergoing a construction process with much conceptual discussion (Papadopoulos, 2004; Kavaratzis, 2005; Hanna & Rowley, 2008). Among its idiosyncrasies is the fact that it emerges from diverse, transversal and yet complementary universes, namely, geography, marketing (Kotler & Gertner, 2002), branding, and political and diplomatic communication (Dolea, 2015).

In order to study place branding and the territorial range of the concept, whether a city or a nation, several models have been proposed, designed and updated. From Kotler's 4 Ps of traditional marketing (product, price, place and promotion) to specific place marketing proposals (Kotler, 2002; Rainisto, 2003; Rainisto & Kotler, 2007), concepts and strategies have been disrupted and adapted to fit the place branding and the territorial marketing realm. Furthermore, operational mandatory procedures such as territorial strategic plan evaluation, including the communication dimension, as well as ratings and city rankings, led to a quest for adequate analysing frameworks applied to territories.

Therefore, different settings, models and conceptual instruments from the communication universe have been evolving and leaving a mark on territorial marketing and communication as well. Recent paradigmatic shifts, from a promotional culture (Wernick, 1991) to a participatory and convergent culture (Jenkins, 2006) and from a functionalist approach, based on efficacy and performance, to an interpretative approach focused on social impact and public space have also forged new perspectives and critical reflection on place branding.

Anholt (2006) developed a model based on six variables (presence, place, potential, pulse, people and prerequisites) that became a classic model for evaluating city marketing effectiveness. It has become known as the city brand hexagon. But for the assessment of a territorial brand's value and impact, more communicational and symbolic criteria are to be taken into consideration.

Mihalis Kavaratzis published a number of works advocating that both corporate and product branding add valuable contributions to city branding but do not manage to comprehend it entirely (Ashworth & Kavaratzis, 2009). Stressing the common bias of looking to place brands through the inadequate prism of traditional marketing, limiting it to the variable of promotion, and frequently to the visual elements of a logo, a slogan and some advertising, Kavaratzis points out that “branding does not equal promotion and brand management cannot be limited to promotional activities. Branding needs to be thought of as a complete and continuous process interlinked with all marketing efforts” (Kavaratzis, 2009, p.29). Furthermore, he argues that although corporate branding provides approximate conceptual tools, cities appear to be more complex than corporations, not only because of the lack of control over some variables and the multiplicity of stakeholders, but also because “the adoption and projection of a single clear identity, ethos and image by cities is deemed more difficult (...) if desirable at all” (Kavaratzis, 2009, p.30).

The struggle over control is also implied by the author in the separation he advocates between intentional and unintentional communication, with the latter being related to the effects of non-communication targeted actions: landscape, infrastructures and organizational strategies and what Kavaratzis describes as the city's behaviour, including leaders' vision, financial support and the types of events that take place in the city.

Therefore, a complex mix of tangible as well as intangible variables defines the city and its brand in parallel with a humanized version of the place, frequently mentioned as if it had human attributes such as personality or behaviour.

The stakeholder-based branding approach gets inspiration from the strategic and organizational framework according to which "Any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, p.46) is to be taken into account as relevant. This inclusive approach conceptualizes a vast number of actors with interest and influence in a territorial brand and has been used as a framework for several place branding studies with an impact perspective (Cerdeira-Bertomeu & Sarabia-Sanchez, 2016).

From the communication viewpoint, territorial branding has followed trends of organizational and strategic communication, namely, more holistic and symbolic approaches centred on the creation of meaning through brands as living entities, narratives and storytelling, broadcast and social cast experiences, capturing "the ways in which value, meaning and self-understanding are made" (Aronczyk, 2008, p.46) and envisaging that "nation branding as a discourse privileges the logic of value exchange, while concealing alternative possibilities for narrating the nation" (Kaneva, 2011, p.12)

Other interpretations and approaches to territorial branding are being taken into account, namely the ones dealing with identity issues (global, national, regional, local); feelings of belonging, self-awareness and projection of

communities, “historicizing the texts and practices of nation branding and exposing their linkage to relations of social power” (Kaneva, 2011, p.128) and therefore exposing issues of confidence, legitimacy, and power: “(...) country promotion can be seen as the social construction of discourses about the country: both as social process (of socially constructing discourses) and as outcome (the discourses themselves) that are subject to power relations within society” (Dolea, 2015, p.275).

Furthermore, efforts to change attitudes and behaviours related to a territory through communicational efforts and branding strategies are a common occurrence (Pike, 2009).

Currently, the value of a territorial brand is frequently assessed by a complex mix of components, for example, by their tangible and intangible dimensions; attractiveness and fixation potential; ability to identify and project a vision; the relationship with different stakeholders; interpretation and transmission of the residents’ relationship with the territory and its values. It is not assessed by its positioning performance and efficiency.

Nonetheless, along with the battle for a space in the hearts and minds of its publics, or targets, as strategic communication advocates (Trout & Ries, 2001), the capacity of a territorial brand to address the expectations of multiple groups of stakeholders – whether they are tourists, investors or residents – is perhaps its foremost challenge. It involves competitive identity, reputation and image management (Anholt, 2007; 2016) and it depends on strategic decisions and definitions; it relies on a territory positioning as a destination (Olins, 2004) or a location (Kerr, 2006); it depends on the vision for the brand and the city, on communities’ self-perceptions and, not the least, on political commitment to the territorial cause beyond short term ambitions: “How can local politicians be persuaded to engage in a complex and demanding process that will bring results only long after their four-year term has expired?” (Kavaratzis, 2009, p.36).

Furthermore, the case of the stickers should be analysed as a participatory and activist approach. It is certainly a case of activist participation in the form of appropriation both of the physical and symbolic public space of the city and of the city's public space expanded to the digital world, a case of participation in the media and through the media (Carpentier, 2011). Different levels of involvement and participation should be considered, as well as the framework of participation as a form of cultural resistance (DeLaure, Fink & Dery, 2017; Buhmann & Ingenhoff, 2013; Jenkins, 2012).

Resistance through art is common in intervention actions in the city space. Coined as culture jamming (DeLaure, Fink & Dery, 2017), subvertising or brandalism (Lekakis, 2017), these actions traditionally express antagonistic or alternative messages by subverting symbols and codes embedded in institutional networks, whether they are brands, corporations or, in this case, a city, a territorial brand.

Moreover these co-creative outputs have increased engagement potential (Melo & Balonas, 2013), not only because they involve several participants but mainly because their subversion and disruption resonates with the audiences involved in their everyday lives. Participation then becomes a form of sub-activism (Melo 2011), a concept coined by Bakardjeva (2003, 2009) that explores forms of daily activism that are less visible or demanding.

Last but not the least, storytelling theory may help to explain these phenomena, particularly in the cases when brands are driven into dialogue (Woodside, Sood & Miller, 2008). By adding new meanings to existing messages, in subvertising actions or even in candid random tourist activities, participants create alternative narratives to the mainstream, spreading them through their own networks and on their own terms (Pera, 2017; Woodside & Megehee, 2009).

The research method

We use a combined research method based on a case study approach, interpretative hermeneutics and content analysis.

As it is intended to reach a deep understanding of the phenomenon (Yin, 2017), the case study emerged as suitable, mainly “because the context is part of the study” (Yin, 1981, p.59) and its framing and idiosyncrasies are quite relevant.

Furthermore, we rely on theoretical framing related both to territorial communication management and branding, participation and activism and subvertising and storytelling to provide a conceptual structure.

As mentioned above, interpretative hermeneutics and the procedures of content analysis will be central to understanding this case.

We will study the main messages present on the Facebook page of the mayor of the city of Porto, Rui Moreira, including 1) the mayor’s post (06.08.17) and 2) the comments that followed.

As a guideline to the research we tried to understand: 1) What issues emerged from the conflicting forces in debate? 2) What stance did the mayor and the citizens take towards: the city, the brand, the stickers and the politics? 3) What was the impact of the stickers?

The corpus of the research can be found on the Facebook page of the mayor of the city of Porto. Nevertheless, for ethical reasons, comments’ authors are not unveiled in this publication to protect their identities. The mayor’s post is identified since he is a public person subject to public scrutiny.

Content analysis

As part of the methodological mix, we have adopted content analysis, understanding that this is a common designation “for multiple ways of analysing

the relationship between meaning and language, as well as its social and political repercussions” (Carvalho, 2000, p.143). Discourse therefore constitutes an important component in the social construction of reality as this case intends to show.

Within the possibilities of analysis proposed by several authors, we will adopt van Dijk’s perspective (1988) – the macrostructures assumption, meant to identify the fundamental thematic structures of each text, which is a reduction of information to central semantic aspects. “Such reduction is done with the aid of what he calls ‘macro rules’, which can be, for example, the removal of redundant information or the summary of several propositions into a more general one. In this way, van Dijk reconstructs the texts in the form of thematic skeletons” (Carvalho, 2000, p.143).

In short, for van Dijk, macrostructures are “organized sets of propositions” (1988, p.32), with macro rules, “semantic mapping rules or transformations, which link lower level propositions to higher level macropropositions. (...) Deletion, generalization, and construction [are] the major macrorules that reduce information of a text to its topics.” (Dijk, p.32).

Finally, as Carvalho points out, macrostructures, like any semantic structure, can be organized into a set of categories, such as causes (of an event), antecedents or consequences (2000, p.147). This seems to be the methodology that best suits the case under study.

As an analytical tool, we follow the concept of framing proposed by Entman (Carvalho, 2000, p.16). According to Entman, framing essentially involves selection and salience. To frame is to select some aspects of a perceived reality and make them more salient in a communicating text, in such a way as to promote a particular problem definition, causal interpretation, moral evaluation, and/or treatment recommendation for the item described (1993).

This set of guidelines will guide our analysis and conclusions. In addition, we seek interpretations at textual level, taking into account the text itself and not the intertextual level (references to other texts). Despite this, we

will consider extratextual aspects, that is, influences that the text may have received from political, economic or cultural contexts.

In the end, the aim is to understand how meaning is encoded in the text and how it is received, with the analysis centred on one moment in time.

Furthermore, we have included in the analysis of the text the four dimensions related to the context: (1) the city, (2) the brand, (3) the stickers, and (4) politics and politicians (Fig. 3)

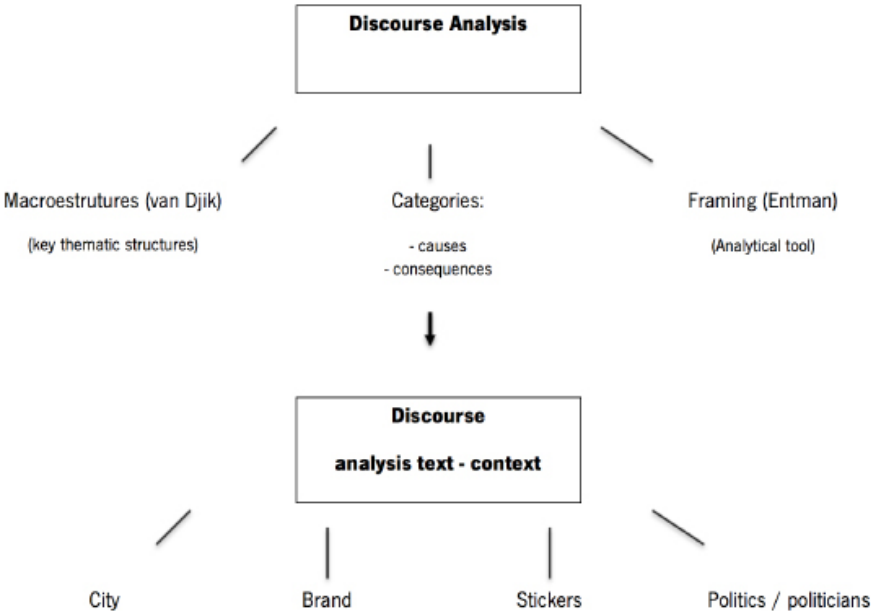


Fig. 3. – Content analysis structure scheme – methodological options

The study

The city of Porto’s mayor, Rui Moreira, published a post on the “Morto.” stickers on August 6th, 2017. At the time of this research there were 964 comments and 694 shares.

Concerning content analysis, we will follow the suggested method explained above, based on van Dijk’s macroestruturas and on Entman’s framing analytic tool. The aim is to understand the meaning of the mayor’s discourse and

to compare it with the citizens’ reaction, taking the four categories of the context into account: city, brand, stickers and politics.

Analysis of the mayor’s post

Macrostructure analysis: the mayor’s post (official Facebook page)

Macrostructure analysis: the mayor’s post (official Facebook page)	
POST CONTENT	“Stickers all over the city.”
Tone	denunciation
Attitude	“defender” of the city
POST CONTENT	“I do not know who finances them nor their goal, but it has to do with the elections and my opponents.”
Tone	accusation
Attitude	victimization
POST CONTENT	“Thousands of stickers.”, (brand) “Admired worldwide, hated here.”
Tone	dramatization
Attitude	encouraging indignation
POST CONTENT	“Whoever does it hates Porto.”, “Cowards.”, “My Porto knows – I always knew – how to respond.”
Tone	instigation
Attitude	promoting indignation
POST CONTENT	“The Porto brand. Recognized in the world today.” “Capitals of large countries ask us for help to apply systems like ours.”
Tone	emotional
Attitude	promoting a sense of belonging and relevance

Fig. 4 - Macrostructure analysis: the mayor’s post

As the analysis points out (Fig.4), the mayor’s post uses emotive speech that intends to provoke citizens and lead them to take a stance on the arrival of the stickers, understood by Rui Moreira as a political attack that harms the city and the Porto brand. Therefore, the mayor’s speech constitutes an attempt at social construction of reality. This intended effect operates through six categories of communication tones: denunciation, accusation, dramatization, instigation and emotion.

Rui Moreira’s post reached 8,880 likes. So far, we have focused on causes. We will now look at the consequences, taking into consideration the citizens’ comments following the proposed method.

Analysis of the comments

Macrostructure analysis: the citizens’ comments

Due to the size of the sample (964 comments), the selection and salience criteria (following the framing concept) were combined with an optional Facebook tool that allows us to access the “most relevant” comments.

Macrostructure analysis: the citizens’ comments	
POST CONTENT	“Those who do not have ideas and political strategy act like this.”
Tone	criticism (of stickers action)
Attitude	“defender” of the mayor
POST CONTENT	“It seems to me that it was Rui Moreira himself, just so he could play the victim.”
Tone	criticism/sarcasm
Attitude	against mayor’s speech

POST CONTENT	"Instead of insulting and claiming that these stickers are a direct attack on your 'brand', [the mayor] should make a more responsible reading and think about why there are people who have come to the conclusion that Porto is dead."
Tone	criticism
Attitude	criticism of the mayor's politics

POST CONTENT	"In my opinion, it may have to do with the fact that Porto has stopped belonging to the <i>Portuenses</i>..."
Tone	soft criticism
Attitude	criticism of the mayor's politics/gentrification

POST CONTENT	"Porto is not a brand, it is not for sale. Porto is a city, a culture, a feeling and home to many people who make it a living organism (...)"
Tone	criticism
Attitude	criticism about confusing the city brand with the city itself

POST CONTENT	"I love Porto, the city where I was born and raised and now I see it being transformed into a brand for tourists."
Tone	sadness
Attitude	sense of belonging and loss

POST CONTENT	"Isn't the Mayor able to accept what is clearly an appropriation of a symbol to satirize the present situation of the city?"
Tone	criticism
Attitude	the right to freedom of expression

Macrostructure analysis: the citizen's comments

The citizens' comments must be analysed as a consequence of the mayor's discourse. The identification of the fundamental thematic structures of each text, as shown above (Fig. 5), allows us to find five categories of communication tones: criticism, sense of belonging, protest, sadness, emotion. The comments have also shown a strong sense of belonging towards the

city. Related with this sentiment, the citizens' discourses reflect indignation about reducing the city to a brand.

Comparison of discourses

When comparing the mayor's speech and the comments that it gave rise to we concluded that there is no correspondence either in the tone of communication or in the attitudes. There is a gap between the discourse of the politician and the discourse of the citizens. It can be concluded that the political expectations have not been fulfilled, since criticism is a significant category in the analysis of citizens' comments. On both sides, the tone is highly emotional, but the intended effects are the opposite. Also, indignation is present in both analyses but not about the same subject. The mayor's angry speech is focused on the stickers action, while citizens' anger is mainly about the political inability to stop gentrification and the mix up between the city brand and the city.

To sum up, the mayor's post caused social and political reaction allegedly not expected by the politician. Moreover, it exposed crucial issues in terms of territorial communication from the perspective of its inhabitants.

Analysis of the discourse in context

As previously stated, the study also focuses on the speech in context. Four axes emerged from the debate: (1) the city, (2) the brand, (3) the stickers, and (4) politics. These are the major variables considered below.

- The mayor's post categories

The text reflects the mayor's strong emotional involvement with the theme. Rui Moreira brought the stickers to social media, expanding their visibility. Before that, the stickers were unknown to most of the citizens and not mentioned in the media.

- City/City Brand

The text expressed its anger towards those that hate the city. But the discourse mixed up the city and the brand. Most of the text is dedicated to

praising the brand, won several design awards and has been recognised internationally.

- Stickers

The “Morto.” stickers are presented as massive action spread through the city by anonymous or suspected political opponents. This act is presented as an insult to the city and to the brand.

- Politics

This variable may help to clarify the final goal of the post. In fact, the text alludes to the context of local elections. The mayor mentions this event and casts suspicion on political opponents.

- **Comment categories**

The comments on the mayor’s post were analysed considering the objective to understand what was the citizen’s view on the “Morto.” stickers was, namely how they did position themselves towards four major variables that emerged from the debate: the city, the brand, the stickers, and politics.

- City

Comments related to the city reflected both in positive and negative stances. They expressed significantly emotive and deep relationships, like personal love and care, feelings of belonging and being part of the city. But they also expressed denunciations of gentrification, particularly related to real estate speculation, provoking the loss of the city for the locals in favour of tourists and foreign investors; the loss of the city’s authenticity and the transformation of the city into a theme park. The emergence of traditional territorial and power tensions, namely Porto vs. Lisbon and central vs local power was observed in the comments (Fig. 6).

City
<ul style="list-style-type: none"> • Love, belonging, being part of...
<ul style="list-style-type: none"> • Personal love and commitment to the city
<ul style="list-style-type: none"> • Gentrification: real estate speculation; loss of the city for the locals in favour of tourists and foreign investors
<ul style="list-style-type: none"> • Loss of authenticity
<ul style="list-style-type: none"> • Transforming the city into a theme park
<ul style="list-style-type: none"> • Emergence of traditional territorial tensions: Porto vs Lisbon, central vs. local power

Fig. 6 - Categorization of comments focusing on the city

· Brand

The comments related to the city brand were quite contradictory. While some recognized the brand as a legitimate representation of the city and an asset to the territory, others expressed shock and indignation over the fact that the city was referred to as a brand, implying that the city as an entity is above marketing and the marketization of the city (Fig. 7)

Brand
<ul style="list-style-type: none"> • Recognizing the brand as representing the city and an asset
<ul style="list-style-type: none"> • Indignation towards referring to the city as a brand
<ul style="list-style-type: none"> • References to the strength of the brand to inspire the subvertising
<ul style="list-style-type: none"> • Alternative expressions: "Morto", "Poço.", "Horto.", "Porto.", "Porto:", "Porto"

Fig. 7 - Categorization of comments focusing on the city brand.

· Stickers

The “Morto.” stickers themselves were the target of several comments. They were referred to as a form of creative intervention and as an action of active citizenship. The source of the stickers attributed to anonymous citizens, to the opposition political parties and to the mayor himself as a victimizing strategy to encourage voter compassion. Scepticism was mentioned about the creators and the objective of the stickers action. Even suspicion about the actual existence of the stickers was referred. (Fig. 8)

Stickers
• Form of creative intervention
• Citizenship and activism
• Creator issues: opposition parties; anonymous; Rui Moreira to victimize himself, to win elections
• Scepticism and suspicion about the actual existence of the stickers

Fig. 8 - Categorization of comments focusing on the stickers.

· Politics and Politicians

Politics in general, namely political opponents and predecessors of Rui Moreira and the Porto mayor’s political action, were regularly mentioned in the comments, with both praise and criticism. Accusations of defending private and personal interests instead of the people’s interests emerged, as well as references to political tensions and political parties. (Fig. 9)

Politics and Politicians
• Rui Moreira's political action
• Private and personal interests instead of the people's interests
• References to political tensions, political parties, political opponents

Fig. 9 - Categorization of comments focusing on politics and politicians.

Conclusions

This research has raised some relevant issues related to the interaction between the brand of the city of Porto, its citizens and the institutions that represent them, namely the mayor. It also led us to reflect on the politicians' relationship with social media and the potential they can have to ignite debate and engage different stakeholders in discussions of marginal issues, making them central or mainstream, whether unintentionally or as part of an intricate strategy in a pre-election environment.

Whichever objective was pursued, it was clear in our observation that territorial communication is strategic and political and territorial brands serve an operational function with idiosyncratic characteristics. The theoretical framework questions its specificities and is still undertaking the quest for answers: is there a communication model for specific types of territories? Should a territory be considered more like an organization, a product or a service, in terms of communication? According to different perspectives and the particular observation of this case, we could argue that the "Porto." brand represents the "competitive identity" of the city, its citizens, its specific personality and culture and it projects a vision for the territory. Notwithstanding the fact that not all stakeholders share that vision, namely the political values and discourse of the institutional mainstream, the "Morto." case and the appropriation of the brand's codes and values provided alternative narratives that eventually suited dissenting voices, including them in the brand's dialogue.

The study also brings to the discussion symbolic visions about the city, comparing politicians and citizen perceptions. The politician's discourse provoked awareness among citizens about the relationship between the city and the brand and exposed unclear territorial contradictions. Looking at this case of territorial branding, as Kavaratzis stated (2009), cities are much more complex than corporations partly due to lack of control and mainly because of the multiplicity of stakeholders. Perhaps, the adoption of a single identity for a place has become a utopia.

Further findings, mainly in media and social networks, include diverse manipulations and subversion of the brand's message — *Morto.; Torto.; Horto.* (*Dead; Twisted, Bad tempered, Bent; Small vegetable garden*) (Cruz, 2017).

Such prolific output can partially be explained by its plasticity, its capacity to be adapted and concurrently keep its graphic structure intact. This is part of the brand's strength but at the same time its vulnerability.

The stickers case enhanced the perks of the political use of social media as the mayor's post brought visibility to the case. It was possible to observe that transferring public city space to the digital sphere replicates, enhances and propagates the issues at stake.

Results discussed previously indicate that Porto's citizens feel very strongly about their city and its territorial brand. Nevertheless, a significant number of comments explicitly mention that the city cannot be mistaken for its brand, considering this overlap offensive.

Additionally, issues related to the brand's ownership were raised in comments and media coverage as well (Dinis, 2017), feeding research with food for thought that can be studied in future investigation: who owns a territorial brand? Although the answers might be clear in a strictly legal sphere, they will be much more complex from a symbolic point of view, as some critical comments emphasize, explicitly or only allusively mentioning that both Porto's brand and the city belong to the citizens and not to politicians. The anonymity of the campaign, on the other hand, opened a path to speculation over the creators of the stickers and their motivations, namely whether they were linked to a political faction or simply to an artistic and creative form of popular expression.

Through the stickers campaign, citizens became active politicians. Finding alternative forums and creative ways to raise their voices, they deconstructed the territorial brand message and, by doing so, they placed their values on the political and media agenda.

“Morto.” stickers are thus a case of citizen activism through the de-construction of a territorial brand and the appropriation of the city public space, thereby enhancing the power of territorial brand values in aggregating motivation to active citizenship.

Our analysis and observation led to the conclusion that when citizens use (and reuse) a territorial brand, they take over its ownership, making it a democratic communication asset and therefore adding intangible value to it even when, as demonstrated in this particular case, a brand’s power can be also its weakness.

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THE FEMINIZATION OF POLITICS AND ITS INFLUENCE ON ORGANIZATIONAL COMMUNICATION STRATEGY. A CASE STUDY.

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Introduction

Social and professional transformations in recent decades have invigorated analysis in the field of organizational communication. Thus, we are now at an excellent moment for studying organizations and everything related to their communication activities, which have been boosted by the internet, especially in areas of great influence and social impact such as politics.

The online communication of political-type organizations is increasingly centred on integrated proposals, distant from classical electoral communication aimed at obtaining votes. Studies of the digital activity of political organizations, which is now far from being circumscribed to one-off campaign periods, observe that parties are involved in a type of permanent campaign (Ornstein & Mann, 2000) that paradoxically seeks to make politics appear less political (López-García, 2016). Instruments associated with the Web are contributing to this permanent visibility and provide an opportunity to correct the characteristic deviations of offline political strategies. This is particularly true of social media platforms like Twitter and Facebook, due to their capacity to appeal directly to emotions (Sampedro, 2012;

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Political parties not only equip themselves with an ideology and an organization, but also with a communication strategy that proves to be fundamental, especially in geographical and sociocultural contexts with a high level of interest in politics. One such case is the Basque Country, or the Basque Autonomous Community. This is one of the seventeen autonomous communities that form part of the territorial organization of Spain. Its characteristics include having its own language — Euskera — and nationality, and there is also a fragmented, multi-party political system.

This multi-party situation and the polarization of the system derive from the fact that important cleavages are interwoven into Basque political life. In order of importance, these are as follows (Castells & Jauregi, 1996, cited in Larrondo, 2017):

- a. Violence versus non-violence (the effect of ETA's presence in Basque society). Following the ceasefire declared by ETA in 2011 and the definitive surrender of its weapons in May 2018, this circumstance is now different from the panorama of the mid-1990s to which Castells and Jauregi (1996) refer;
- b. Nationalism versus non-nationalism (sociologically speaking, nationalism is dominant and the majority of votes have always gone to this sector, represented currently by EAJ-PNV and EH Bildu. The non-nationalist sphere coincides almost exactly with the Spanish party system: PSOE, PP and UPyD, Ciudadanos and Podemos);
- c. Provincialism versus non-provincialism;
- d. Left wing versus right wing.

These circumstances have contributed to Basque politics with stages marked by the crisis in a particular way, in spite of continued stability in the

parliament of the autonomous community.³ In this respect, organizational communication has played a very important role, which is why we argue in this chapter that organizational or strategic political communication in the Basque Country shows characteristics and peculiarities that make it an interesting case study.

Additionally, there is other evidence that makes Basque politics a relevant analytical case in the present context of multimedia and social media communication. The aim of this chapter is precisely to examine this evidence in order to observe tendencies and outline formulas that might prove interesting for the communication tasks of political organizations in general. Concretely, the chapter focuses on the question of the feminization of politics and how this phenomenon is interrelated with the use of innovative forms of communication on social media — Twitter, Facebook — (McGregor & Mourao, 2016) and the application of techniques like storytelling.

The traditional understanding was that sex was a basic variable in relation to political activity and that men were more active in all types of political involvement (Elizondo, 2004). This circumstance appears to have been changing in recent years. One contributing factor is the existence of social media and the resulting development of online multitudes that play a decisive role in shaping the new public-political space. The feminist movement has not remained on the sidelines of the anti-patriarchal revolutions that spring from indignation (Innerarity, 2015) and are instigated on social media. There can be no doubt that women and new technologies are entering into a synergy, drawing away from technophobic attitudes and advancing towards strategic technophilia (Quintas & Manuel, 2012).

3. In the previous legislative period (2012-2016), five political formations had representatives in the Basque parliament: *Euskal Alberdi Jeltzaleak-Partido Nacionalista Vasco* (EAJ-PNV — Basque Nationalist Party), *Euskal Herria Bildu* (EH Bildu — Basque Country Unite), *Partido Socialista de Euskadi-Euskadiko Ezkerra* (PSE-EE/PSOE — Socialist Party of Euskadi-Basque Left), *Partido Popular Vasco-Euskal Talde Popularra* (PP — Basque Popular Party) and *Unión Progreso y Democracia* (UPyD — Union, Progress and Democracy). In the current legislative period (2016-2020), the panorama has changed with the emergence and impact of two recently created political forces, which also operate at national level in Spain, *Podemos* (Podemos Euskadi — We Can Euskadi) and *Ciudadanos* (C's — Citizens), while UPyD lost its parliamentary representation.

Different studies have analysed the gender question in communication policy up to now (Lawless, 2004; Bystrom, Banwart, Kaid & Robertsom, 2004; Dolan, 2005; Schneider, 2014; Brooks, 2014; Annesley & Gains, 2017; etc.), hence this study's interest in considering these questions in greater depth from other perspectives and including other geographic contexts.

With respect to the feminization of Basque politics, it is worth considering two basic pieces of data. On the one hand, in the current legislative period, which began in 2016 with the elections of 25 September, the number of women candidates for the presidency of the Basque government (Maddalen Iriarte, EH Bildu; Pili Zabala, Elkarrekin-Podemos; and Idoia Mendia, PSE) surpassed the number of male candidates for the first time (Iñigo Urkullu, PNV; and Alfonso Alonso, PP). Furthermore, also for the first time in its history, women occupied the first position on the electoral lists of EH Bildu in each of the three electoral constituencies. In this respect, the website of the Basque Women's Institute (Emakunde, 2012) explains that from the first Basque elections in 1980 until now the presence of women candidates for the presidency has been merely anecdotal. The elections to the Basque parliament of September 2016 were therefore an important landmark in terms of the presence of women on the electoral lists, especially in an electoral context where the principal political leaders at Spanish level were men.⁴

The latest report by the Basque Women's Institute, "*Cifras 2016 Mujeres y Hombres en Euskadi*" (2016 Figures Women and Men in the Basque Country) (Emakunde, 2017), notes that alternation between women and men as first and second candidates was the most common option in the elections of 2016 (68% of cases). In any case, candidacies in which men were the first and second candidates were three times more frequent than candidacies in which women were the first and second candidates.

On the other hand, in the new legislative period that started in 2016, the Basque parliament was made up of 41 women and 34 men, which was the first time that there was a majority of women (54.7%). These numbers were

4. The five main candidacies in the last general elections in Spain (December 2015) were led by men.

undoubtedly conditioned by this parliament's approval, more than a decade previously, of Law 4/2005 of 18 February for the Equality of Women and Men, with the resulting obligation that electoral lists should be at least 50% women. Quantitative equal rights between the sexes are understood to have been an important and decisive achievement in the field of Basque politics, one that differentiates the Basque Country from other autonomous communities in Spain (Serra & Oñate, 2010). Even so, levels of participation in coming years might be affected by data like the number of male and female students following university studies related to political sciences, where women make up only 34.4% according to the Emakunde report cited above.

At Spanish level, the report "*Mujeres y Hombres en España 2017: Poder y toma de decisiones*" (Women and Men in Spain 2017: Power and decision-making), drawn up by the Women's Institute (2017), finds that women's participation in different fields of political power has increased notably in Spain in recent years. In the year 2012, the presence of women as the leading candidates on lists in elections in autonomous communities was about 25%; in Andalusia (25%), Aragón (26.6%), the Canary Islands (33.3%), Castilla y León (21%), Galicia (25%) and the Basque Country (23.8%) (Emakunde, 2012). As this report points out, Organic Law 3/2007 of 22 March, for the Effective Equality of Women and Men, pays special attention to advancing the principle of a balanced composition or presence of women and men in bodies and positions of responsibility, so that members of each sex should not exceed 60% or be less than 40%. According to the same report, only three autonomous communities (Cantabria, Catalonia & Murcia) had a percentage of women parliamentarians of less than 40%. In the rest of the autonomous communities, the percentages varied between 40% in the autonomous cities of Ceuta and Melilla to 53.33% in the Canary Islands and 54.7% in the Basque Country.

According to the Office for Democratic Institutions and Human Rights (OSCE, 2014, p.31 and ff.), gender equality and the promotion of women in the structures of political parties improve the public image and reputation of the organization concerned. Without falling prey to gender stereotypes,

the OSCE recognizes that women are usually perceived as being more credible, above all with regard to social affairs, which benefits the party in electoral terms. In fact, it is worth recalling here that studies dealing with women's participation and presence in the political sphere tend to relate a certain thematization by situating women in particular institutional fields and areas, like culture, health, education or social affairs (Elizondo, 2004).

According to the OSCE's report (2014, p.33), the presence of women in parties makes it possible to promote egalitarian actions on the political agenda and thus increase the interest of citizens in the party and its work:

“A party that not only develops a stance on gender equality, but also articulates its stance in the form of concrete objectives and goals, obtains a powerful tool by which to reach out to female members of its electorate, and possibly to the broader voting public.”

Equally, women have the capacity to attract other women towards political involvement, in addition to encouraging citizen activism. The OSCE's study points to the capacity shown by certain political parties to include the gender question in their electoral strategy and integrate gender into the party's communication policy. In this respect, they go beyond mere rhetoric and make women visible in the campaign through the party's organizational website and social media, amongst other strategies apart from the usual offline ones (campaign events, television, etc.) (OSCE, 2014, p.80).

Aside from facts and figures, Lombardo (2008) observes that the most substantive and qualitative aspect of this question is that women's issues, needs and interests should be reflected in the political outcome.

A communicative gender strategy 2.0

Today, politics is basically mediated politics and this is based on social communication and the capacity to influence people's opinions. This explains why organizations like political parties have been especially invigorated by online tools, which are useful for directly influencing their publics (citizens, mass media and journalists). We are witnessing a horizontal type of adap-

tation, in which the political class and press offices have the opportunity to descend “to street level” by means of tools provided by the Web (social media), as well as to become direct communication that replaces the media’s traditional interpretative work.

Previous analyses make it possible to confirm that, just as has occurred in other fields and contexts, Basque political communication has been forced to alter the traditional reciprocity it maintained with the mass media and journalists, as well as with the public (Peña, Lazkano & Larrondo, 2013; Larrondo, 2016; etc.). Research carried out in 2016 by members of the Gureiker Research Group (University of the Basque Country) made it possible to describe the adaptation to the digital scenario by the political organizations of the Basque Country, according to their communicative strategies on different online formats (websites and platforms 2.0: RSS, microblogs, social media and networks, blogs, etc.) (Larrondo et al., 2016). The research aimed to describe the main difficulties and advantages the political parties encounter in using virtual platforms to communicate more directly and efficiently. With that goal, it was decided to use a double, qualitative type of method in the study based on twenty semi-structured, in-depth interviews with managers and other members with digital skills in the communication departments of Basque political parties (EAJ-PNV, EH Bildu, PPVasco, PSOE-PSE, UPyD País Vasco and Podemos Euskadi), as well as with influencers and journalists of the political sections of the main autonomous regional press and radio/television media (Deia, Berria, El Correo, Gara, ETB and Radio Euskadi). The study also carried out a content analysis of the websites of each of the organizations included in the study (Larrondo, 2017).

In the mid and late 1990s, Basque political parties were almost as quick to open digital windows as the institutions, companies and the most avant-garde internet users. During electoral campaigns, these parties started to create websites in support of their candidates and, in the late 1990s and early 2000s, some even included spaces for debate, like forums and chat rooms. Prior to the emergence of 2.0, around the year 2002, some strat-

egies began to be developed to take politicians closer to citizens using the internet. The spread of the blogging phenomenon played a very important role in this respect.

Even so, in the 1990s, the websites of parties and candidates went no further than providing static content. The political groups understood that their presence on internet was a way of projecting a technologically advanced image. They were more interested in giving an appearance of modernity than in really exploring the possibilities for expression that the internet gave them. This first stage of online activity had one basic aim in terms of the organization's online presence, that of providing it with a mere display window. In the second stage, which dates from the start of the new century, the party communication departments discovered the advantages of online publishing — agility in administering information, multimedia character, capacity to link news stories, options for dialogue and relations with the public, etc. During this stage, an active presence on the internet became one of the formulas preferred by the communication departments, thanks to the incorporation of innovative resources like virtual press offices (VPO) and multimedia sections that were increasingly perfected over the decade. These VPOs function as an independent section within the corporate website, and through them it is possible to access high quality images, videos and short voice messages, archives of press notes, etc.

The third and final stage began about a decade ago. In this phase, although websites continued to function as a key tool for corporate image and communication, the communication departments of political parties joined the ferment generated by the expansion of Web 2.0 and took up a position on the platforms with more social reach (Twitter, Facebook, Youtube). Websites have thus ceased to be an isolated and marginal instrument for electoral intervention and are being integrated into a multiplatform dynamic. At the present time, the messages of parties and their candidates are spread and complemented by means of dissemination and feedback on other digital channels, which in turn are combined with classic journalistic and audio-

-visual media in a context that some authors characterize as transmedia (García Orosa, Vázquez-Sande & López-García, 2017).

In short, in the last two decades, Basque political parties have passed through different phases of development framed in a strategy with specific activity for the Web medium. These stages reflect a qualitative evolution in terms of considering the communication department as a source of information and also in terms of its direct relation with citizens. In this sense, the political parties have moved beyond the usages of Web 1.0, although it would be problematic to state that they are developing communicative usages that are totally Web 2.0. Being present on internet is no longer the most relevant consideration when the aim is to promote values that are essential for the parties, such as transparency and securing citizen attention and participation. For that reason they can be considered to have reached an intermediary, 1.5-type communicative stage, according to the terminology employed by Kalnes (2009) to distinguish between the use of social media tools for marketing and promotional goals, rather than for social dialogue and contact with the public (Larrondo, 2017).

During the most recent elections in September 2016, researchers from Gureiker carried out a complementary study concerning the usage of the social media platform Twitter by Basque political candidates. This analysis found that Basque parties were mainly using these networks to rebroadcast content already published using other media (press, radio, television and organizational websites) (Larrondo, Pérez & Meso, 2016). Although the gratification rate of social media users was high, with values between 25% and 50%, the Basque political candidates showed scant interest in generating engagement and securing loyalty; they used retweets as the means of generating conversation and there was little interest in including links and using hashtags. Moreover, as the study by Larrondo, Pérez and Meso (2016) shows, the political representatives barely used their profiles to transmit information that was not related to politics. Without any doubt, this can be understood as a reflection of their limited interest in approaching citizens and, by extension, of the still tentative tendency of Basque citizens to follow

the political communications of the region's political parties and leaders on social media, and Twitter in particular.

With respect to the specific question that concerns us here, the feminization of Basque politics and its effects on the strategic communicative usages of parties, it is worth mentioning a third analysis also carried out by Gureiker concerning the gender issues promoted by parties and candidates during the same campaign in September 2016. This study found that none of the female candidates (Maddalen Iriarte, EH Bildu; Pili Zabala, Elkarrekin Podemos; Idoia Mendia, PSE-EE PSOE) or male candidates (Iñigo Urkullu, EAJ-PNV; Alfonso Alonso, PP Vasco) used Twitter to advance a public agenda on gender questions, from either a party or a personal perspective. Nor did the hashtags used by these men and women provide any focus tending towards gender equality or women's electoral participation. What can be observed, however, is the use made of the internet to stage the feminization of politics and the presence of women in campaign events, above all on the accounts of the candidates Maddalen Iriarte (EH Bildu) and Pili Zabala (Elkarrekin Podemos).

In contrast to this discursive agenda and its framing, which tends to ignore the gender perspective, certain parties' organizational websites do include content with this egalitarian perspective. On 19 September at the height of the campaign, the website of the PSE-EE PSOE posted a news story with a gender focus in which Idoia Mendia was the protagonist. This story accounted for 4.34% of a total of over twenty news items on Idoia Mendia posted in that period. More than half of these news items corresponded to the thematic category of *political issues* (52.17%) — economy and employment, linguistic policy, and equality — followed by *policy issues* (26.08%) and *campaign issues* (13.04%). This particular news story had a clear gender focus in its headline - "Idoia Mendia proposes that a specific parliamentary committee should supervise advances on gender questions" — and was accompanied by a video with nearly 50,000 views titled "Proposals on gender questions by the Basque Socialists". The video includes several issues from the agenda for equality: gender violence, education and awareness-raising

on equality, discrimination, freedom of gender identity, sexual exploitation, income equality, female employment. On 23 September, the website included another news story indicating that the candidate was asking for women's votes.

In the case of the EAJ-PNV, the sample of messages obtained from the website for purposes of comparison included a specific news item on policies of equality. This news item was posted on 20 September 2016 and its headline referred to gender equality directly: "Urkullu commits himself to working so that Euskadi achieves the fourth place in the European ranking on gender equality".

For its part, the general discursive agenda of the candidates for the presidency of the Basque Autonomous Community on Facebook is characterized by a predominance of *campaign issues* and the distribution of propaganda material, such as: party campaign videos, videos of meetings and other campaign activities, interviews in the mass media, etc. In fact, Facebook functions as a medium for widening the distribution of messages and appeals, originally disseminated through Twitter and retweets, with the addition of photos and videos. No significant differences are appreciated in the use of Facebook when it comes to promoting issues that might benefit from the dialogue and debate generated by users' comments.

Just as occurs with Twitter, none of the candidates uses Facebook to deal with the question of policies on equality or policies of special interest to women, although it is on this social network that candidates like Pili Zabala display a certain differentiation. Of the eleven messages posted on Facebook by this politician, two show a clear feminist perspective. The first, published on 11 September, includes an Instagram photo of the candidate in profile and calls for equality in rowing regattas, a typically masculine sport, in line with a tweet published the same day on her Twitter account. It has only one share and one comment, to which the candidate has not replied, which reflects limited possibilities for starting a debate. The second message is from 18 September and coincides with a tweet published by the candidate

on the same day concerning the feminization of politics. The candidate uses the same image on both platforms. This message has 36 shares and 13 comments without any dialogue established amongst users or with the candidate. Zabala also shares a photograph on the role of women politicians during the ongoing change of the political cycle in the Basque Autonomous Community.

Something similar happens in the case of the candidate for EH Bildu, Maddalen Iriarte, whose activity on Facebook is principally linked to *campaign issues*. In a large number of messages, this candidate refers to the image of the women heading the electoral lists of her political formation in the Basque provinces, referring to the “team of women”. Similarly, she includes the tweet “long live the feminist struggle”, belonging to another user (@Dlopategi), a retweet condemning a sexist attack published on 12 September, and a headline from Eitb.eus in which Iriarte describes herself as a “feminist”.

Aside from the importance of online communicative actions in promoting the gender perspective in politics, this chapter also focuses on offline strategies that are valuable for advancing the feminization of Basque politics.

Keys to the feminization of political discourse: storytelling and emotion

Starting with the basic idea that organizational communication encompasses all of the communicative resources that are available to an organization for reaching its publics efficiently (Van Riel, 1995), it seems clear that organizational communication must adapt to the development of new options. As noted above, the latter have brought about the emergence of a model-based paradigm that gives the public special relevance, while reducing the traditional prominence of the mass media and journalists, to which organizations and their press offices had previously directed attention. Citizens have displaced the media and journalists as the sole reference of the communication department, in view of the fact that society no longer informs itself solely by means of what the traditional media say — or one sector of society at least,

also known as digital natives and characterized by their extensive presence on Web 2.0.

The hybridization amongst public, private and intimate spaces opens the way for political communication to evolve towards a public sphere that is even more emotionalized (Sampietro & Valera-Ordaz, 2015). The importance of emotions in politics, especially when deciding whom to vote for and defining sympathy or antipathy for a candidate, has received ample theorization. There are even those who draw attention to the absence of emotions in political processes and urge those people who form part of the public space to become sensitive to this question (Marcus, 2000). For Innerarity (2015), emotions are of great importance in shaping the public space, while feelings are democratic resources: “Male hegemony has been favoured: consecrating a polarization of genders, de-emotionalizing the public world that traditionally belongs to men and hyper-emotionalizing the private world of women. One of the modern myths holds that politics and feeling are mutually exclusive. Politicizing the emotions can be a factor of democratic renewal”.

In that sense, we consider storytelling to be a special political tool. It is no accident that it appeals to the emotional connection between the emitter and the receiver, by means of the identification between the story narrated and each receiver’s emotional background, giving priority to the narrative component over argumentation in political discourse. In this respect, the phrase “the personal is political”, popularized in the 1960s as a slogan of the women’s liberation movement, is also becoming an increasingly real catchphrase in the political field as it seeks to politicize what is private and move it into the public sphere.

As a technique of emotional communication, storytelling comes into its own during periods of electoral campaigning (Orbegozo, Iturbe & González-Abrisketa, 2017). In the field of Basque politics, the first to use the discursive technique of storytelling was a woman, Jasone Agirre Garitaonandia from the pro-sovereignty coalition EH Bildu (Orbegozo & Larrondo, 2018).

Agirre was standing as a candidate in Biscay, the electoral constituency with the largest number of voters in the Basque Autonomous Community. However, she was the least well known of the three candidates from EH Bildu. The first candidate on the coalition's electoral list for Álava, Miren Larrion, and the first candidate for Gipuzkoa, Maddalen Iriarte, were better known to potential voters. It is worth pointing out that these women were also the protagonists of a markedly feminist viral phenomenon: "The revolution of the red lips". This had its roots in an opinion article published during the electoral campaign that spontaneously gave rise to a broad campaign of multiplatform and "transmedia" political communication (García-Orosa, Vázquez-Sande & López-García, 2017). In that sense, EH Bildu's electoral campaign went without a clear leader, as it had the voices of three women who, through their political activities and speeches, were the ones who advanced this coalition's brand and narrative during the electoral process.

In order to examine Jasone Agirre's storytelling, members of the Gureiker research group analysed the content disseminated by this Basque politician over the mass media and directly through her campaign activities or meetings between August and September 2016 (Orbegozo & Larrondo, 2018). The analytical sample was made up of five of the most prominent interviews with Agirre in the Basque mass media: in major newspapers (Gara and Anboto), on the radio (Euskadi Irratia and Onda Vasca) and on television (ETB1), as well as two opinion articles. At the same time, the content of the main campaign meetings was considered and, to complement all of this, in-depth interviews were conducted with the main campaign managers, including the person responsible for the feminist political line of EH Bildu.

Storytelling enables Jasone Agirre to connect with her intimate and sentimental world when approaching a political issue. As we will see further ahead, Agirre does this in the first person singular, speaking on the basis of her personal circumstances, experiences, feelings, states of mind, concerns, etc. The politician turns to her most intimate and emotional side and constructs a rhetorical text without omitting her personal circumstances or context. This is essential when tackling the problem of the patriarchal (mas-

culinized) public sphere from a feminist perspective. As occurs in Agirre's case, the mere fact of speaking about a candidate's intimate sphere, private life and feelings involves speaking about a context that was reviled until very recently in both politics and the rhetorical-political text.

The new narrative that Agirre is employing can be seen as a disruptive factor in a political setting accustomed to approaching public discourse from perspectives that have little room for emotion. This candidate has contributed to providing the pro-sovereignty Basque left with a new political and electoral register with a more intimate character, focused on the candidates' personal perspectives. This also makes it possible to reflect on the effect that the gender variable has on today's communication policy and its influence on the development of more emotional, close-up and intimate narratives.

Jasone Agirre had prior experience of working in social movements, but was completely unacquainted with political activity in a more party-orientated and institutional sense. In a certain way, this led to Agirre's being assigned the role of an "outsider" with a certain freedom to construct her own electoral narrative. She was given the task of being authentic, sincere, credible and unique, with the aim of building up the political brand and adding credibility and humanity to the general electoral discourse. The fact that she was a little known neophyte and a woman led the campaign designers to make use of her more intimate and emotional side.

The first part of the electoral campaign was dedicated to describing what, from her particular viewpoint, the coalition's supporters and voters had in common. This direct appeal to her listeners and to the party supporters attending her campaign activities constituted a call for political affinity, union and action. She also had the mission of carrying out a "mirror function". The aim was to get each listener to identify and connect with her narrative: "Until now, I was an anonymous person (someone who votes for the pro-sovereignty Basque left) and I am now moving into action"; "It's me that's standing here, but it could be you"; "People like you and me can renovate politics"; "Politics needs people with a political past and experience, like

my comrades, but ordinary people should also get involved”; “Ultimately, I’m like you, you could be standing here, I’m your candidate”. These are the messages that the candidate tried to communicate to her public, messages based on a new social and political worldview. During its final phase, Jasone Agirre’s campaign took on more “political” content. More concretely, the candidate’s discourse began to draw closer to the political agenda or the more usual issues and interpretations of campaign candidates.

However, during this phase, Agirre wanted to respond to one particular question in the two most important speeches she delivered to her supporter audience at the two campaign meetings with the biggest attendance (the central campaign event and the closing event). The question to be answered in these speeches, agreed upon beforehand with the campaign team, was: “What does doing politics mean to me?” That was how she began to structure her discourse around the phrase “the personal is political”, explaining the reasons why she had decided to appear in the electoral lists from her personal perspective. In this way, she made her personal reasons into political reasons shared by thousands of sympathisers and listeners.

Through her particular narrative, Agirre wanted to put across her own vision of political activity, which could be summarized in the following phrases: “Politics can and must be tackled from another perspective”; “The question of who is addressing you in the public-political space is not an idle one. It is Jasone Agirre Garitaonandia who is speaking to you from her personal circumstances, not concealing her past, but speaking about her desires and concerns, not hiding her feelings and emotions, but giving them prominence in her political discourse that will later become political practice”.

According to the content analysis that was carried out, opinion articles served to introduce the candidate in her new role in the public-political space. As she was virtually unknown in that field, these articles sought to briefly introduce her as a candidate, answering the question of why she had decided to take part in the electoral lists. To give an illustrative exam-

ple, the following is an extract from the narrative used by Agirre to begin one of her articles. She has uses the genre of pure narrative and makes a third-person synopsis of what she is experiencing: “It could be a documentary: a person who is a stranger to the political institutions, becomes fully involved in the campaign to win a seat in parliament in barely fifteen days. To further complicate the psychological plot, that person is a journalist. She has close-up knowledge of politics and politicians. She has criticized them on many occasions; on some occasions she has even shown admiration for them; and now, she is the one fully immersing herself in this world. Instead of conducting interviews, she is now the one being interviewed”.

To conclude the article, Agirre provides a glimpse of the importance she gives to the emotional aspect: “This story is in our hands and in the hands of the citizens. It is in our hands because we will be the ones who add emotion and strength, laughter and tears to the story, because the most beautiful stories are written from the heart and for the heart”.

Interviews are the format where the candidate felt subjected to the most restraints, because the script, issues and rhythm are clearly set by the journalist. It is worth drawing special attention to the unusual treatment she gives to her feelings and her emotional side. It is true that in the public representation of today’s politics, those involved in politics use different formats to portray emotions and feelings, and that these play an essential role in mobilizing potential voters and supporters. However, the new aspects contributed by the candidate we are considering in this chapter is that she speaks directly about her emotions and feelings; she verbalizes them, interprets them, recognizes them, feels them directly, explains them, extols them, etc.; and she speaks without any shame, enhancing them, such as when, for example, she cites the campaign moments that have most moved her. This is a full blown and clear defence of speaking about, disserting on and giving political prominence to what is already being expressed through contemporary political communication: “I am often moved. How important it is to feel one’s emotional side when we practise politics! We need to see the path clearly, it’s true; but without feelings there is no fuel for travelling

along it. Being moved forms part of my character and I don't want to lose that side of me in the future" (Anboto, September, 2016); "A large amount of politics is feeling. You need a clear head to mark out the path, but in order to travel it and to feel complete as a society, feeling is needed" (Gara, August, 2016).

At the campaign meetings, Agirre creates a collage of individualized stories that personalize a concrete political demand and that lead the message's recipients to identify with some of these stories. Similarly, she uses a list of different adjectives with affective content that serve to produce a personal description of the collective she represents: "We are well-prepared people, full of enthusiasm, friendly, affectionate, visionary, valiant, stubborn, head-strong, creative, tender, tenacious, modest, cheerful, relaxed and active, generous, worthy, hard-working, tenacious, elegant, people with feelings who know how to cry". For example, after listing the personal and political motives she deploys in favour of voting for her coalition, she concludes her speech at the central campaign event (17 September 2016, Bilbao) with an action that is very unusual at any political event: she asks the public to close their eyes for a few seconds and to think about their main personal and political reasons for participating in politics. This simple act at the end of her speech might be an attempt by the candidate to get everyone attending the event to reflect inwardly and convert their personal circumstances into political ones, however modest, forgotten or collateral they might be in relation to the dominant political discourse.

In sum, with respect to its most significant elements, the storytelling Jasone Agirre puts makes direct appeals to her potential public, seeking their personal and, in particular, political feedback in the form of votes or electoral support. Amongst the communicative resources available to her, the candidate uses the meeting format to put her storytelling across more directly, getting the public to actively and consciously search inside themselves. All of this constitutes an argument in favour of personal circumstances and emotions occupying a more important place in representation in the public sphere. The present communicative context, which is marked by a great

variety of media and channels, as well as by different levels of interactivity, provides exceptionally favourable conditions for storytelling of the kind described here, which can be expected to undergo considerable development in coming years.

Final reflections

For three decades, Basque parties have had digital tools (websites, social media, blogs...) available to them for managing their communicative strategy, and these have enabled a steady growth in their capacity to broadcast content. However, these parties have yet to meet the challenge of making more profitable use of online communication tools to engage their publics more directly — especially concerning the issues that frame the public and social agenda, such as gender equality — and of showing a commitment that extends beyond electoral campaigns. At present, the focus on the gender perspective is proving to be insufficient, if we bear in mind the growing presence of women in the political field and the public space of the Web, which is providing greater capacity for dialogue between these women and citizens.

Basque political parties and their communication departments are now required to function not only as emitters with new tools, but also as receivers of what their publics express and feel. Political parties have the duty to keep themselves informed about, and show sensitivity to, citizens' feelings, as they have a duty to serve the public interest both on and off the internet. All of this contributes to organizing the party's corporate identity, image and reputation.

Communication departments must constantly monitor the state of online public opinion and devise new forms of engaging citizens in political and party affairs (Dillenberger, 2009, p.74). The state of public opinion and citizens' feelings are currently related to movements that are calling for total and effective equality between men and women in the field of human rights. In recent years, under the shelter provided by social media, citizens' move-

ments have been working to promote change in the agendas of political parties and also in their manner of practising and communicating politics.

Nonetheless, gender equality is not reflected in all the communications of Basque parties, at least not in communications that are directed to the main social media platforms. This obliges them to carry out an analysis or reflection, bearing in mind the capacity of Twitter and Facebook to channel citizens' indignation generated around gender and feminist issues. The presence of a majority of female Basque leaders in the public arena of the social media also appears not to contribute to promoting this vision from more personal perspectives. The conclusion can therefore be drawn that the external communication strategy of Basque parties needs to focus more specifically on fomenting gender perspectives and on the female presence in the main communication actions of the party.

In the case of Twitter and Facebook, it is clear that the Basque parties are in a 1.5 scenario with respect to the gender perspective, given the absence of egalitarian and feminist issues on the political agendas of the main candidates' social platforms, irrespective of their sex. In any case, there is no doubt that the parties, especially those on the left, have made the presence of women and their more emotional quality into a first-order strategic resource during campaigns. This is shown by the fact that images are being publicized on Twitter and Facebook of women politicians from the same party mutually supporting each other, forming a collective capable of attracting their peers (other women) towards political participation by voting.

The electoral narrative employed by Jasone Agirre and transmedia activities like the "The revolution of the red lips" mentioned above demonstrate the usefulness of the new formulas of political communication for overcoming social rejection of the traditional political narrative, irrespective of their being framed in a campaign design and organized political communication activity. Their success lies in something very "feminist", in that they are converting the personal into the political and giving politics a renewed value through their emotional view of women.

In this sense, the results obtained in the study also lend themselves to discussions from complementary perspectives, such as the tensions generated within the political formation between the messages the women candidates want to transmit and those the party wants to transmit, in keeping with a brand loaded with traditions and values and, ultimately, ideology.

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THE US PRESIDENTIAL CAMPAIGN FROM A EUROPEAN VIEWPOINT. THE POWER OF VISUALS

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Introduction

The 21st century has brought a new revolution, with information on paper becoming information on a computer screen, and now on our mobile phones. Immediacy plays a crucial role, and new generations are not willing to wait for more than a few seconds for a page to load on their phones. According to a study carried out by Gausby (2015) for Microsoft, attention spans are diminishing to as low as eight seconds. Young people aged 18 to 24 use their mobile phones to watch TV, stay informed and speak to their friends; they are not willing to read long, endless articles in the best newspapers.

On 2 February 2002, the then President of the European Parliament, Patrick Cox, in a debate on terrorism in Strasbourg, pointed out an agreement between the three European institutions: the Commission, the Council and the Parliament. Later, in a press conference, he said: “One image reveals more than a thousand words”, making reference to the presidential table with the representatives of each institution. In these moments, this sentence marks a line in what we might call

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the revolution of immediacy. There are profound changes that cause the media to adapt to new formats.

In the study carried out on the US presidential elections, it is clear that the majority of articles were short, with a headline, subheading, photo or video and a few lines commenting on the piece of news, increasing the number of short articles in the day. In this scenario, it is essential to give visuals a strong position in public relations campaigns. The organization of events or rallies facilitates visual communication with one's different audiences (Hazleton & Long, 1998; Hazleton, 1993).

Public relations define general systems theory as the organization's adaptation process where communicative elements are used to achieve its objectives. Messages, accompanied by visuals, will be the manifestations of communication strategies to achieve the organization's objectives. Six public relations strategies to communicate with one's audiences have been defined: informative, facilitative, persuasive, promise and reward, threat and punishment, bargaining and cooperative problem solving (Dodd & Collins, 2017; Werder, 2006)

Our case study found that the PR strategies used by the Republican candidate match three of the above: persuasive, promise and reward, and bargaining and cooperative problem solving.

First of all, he appeals to emotions and uses a language with a very particular point of view. The messages include a call to action, as a promise and a reward, "Make America Great Again". The last strategy mentioned, bargaining and cooperative problem solving, which is the one that we understand to have the greatest impact on society, implies that we are all facing an adversary together. This approach is designed to bring people together in their own interest.

However, for Russell and Lamme (2016), the public relations strategies applied do not themselves define the lines of action, because there are other

forms of persuasion, as in the case of propaganda, that can also have significant strategic value.

The United States presidential elections have been the subject of much debate and interest in Europe in recent months, generating a significant amount of news content. This research paper analyses the European media and their editorial ideologies, contrasting this to personal characteristics, the dramatization of the candidates and knowledge of the scenography. The perception of presidential candidates can be influenced by the media that they consume, both of their editorial ideologies and the photographs and videos that these newspapers, aware of the power of visuals and stage design, provide.

The media are responsible for the formation of the visuals that people receive. The image that the majority of Europeans have of presidential candidates is that which they perceive through the media, especially television, social networks and the press in general. To study the elections in the US, given the evident distances and different languages involved, the local media enjoys greater relevance and more credibility than other forms of communication (Losada, 2002).

The choice of adjectives that we use when we speak of images is not a random process. No communication can generate consequences in the mind of a receiver if it is not endowed with meaning. Credibility and confidence will depend to a large extent on the meaning that subjects are able to perceive in what they receive.

It is evident that the media have a real influence on the opinions that their audiences form, irrespective of whether the contents are to do with news, fictitious spaces or entertainment (Berrocal, Campos & Redondo, 2012). It is widely thought that the media are the main mediators of reality for citizens as a group, and that a large part of the collective imagination has, at its foundation, the generation of opinion, but also of image.

Although today's society is better educated, and citizens have a critical opinion of their leaders (Sotelo, 2008), it should be noted that the creation of images for political leaders in recent years has focused on generating a show or sensationalism. There is an increasing search for conflict and stories, personalizing the leader in the pursuit of information, but also entertainment (Berrocal et al., 2012; Losada, 2002). It can be said that the media have a decisive role, since they are not only involved in the construction of events but also participate directly in the formation of visuals.

In general, presidential elections in the United States are of global interest. On this occasion, the electoral campaign between Hillary Clinton and Donald Trump had a dual focus, initially. On the one hand, there was the possibility that there would be the first female president; in addition, one with a perfect knowledge of the establishment and therefore continuity of the policies initiated by Obama, with the positive consequences of growth in employment or the "Obamacare" health reform. Her opposition was a successful businessman with perfect knowledge of the media. However, the electoral process would involve other factors that would contribute to its media importance, not only for the United States but for the rest of the world. Among these factors were emails, leaks via WikiLeaks or Russian hackers suffered by the female candidate, and the Republican candidate's daily tactless remarks and populist messages. All of this led the major European newspapers to increase their presence in the United States, looking for news in every corner of the country. Therefore, this presidential election captured the greatest show of interest in the recent history of Europe, causing the population to display an unprecedented knowledge of the two candidates.

The electoral campaign stood out for the Republican candidate's messages, with their evidently populist character, achieving a greater media presence than his opponent's. Toth (2009), in a study on rhetoric, refers mainly to how individuals, groups and organizations, through argument and counter-argument, creating issues and resolving uncertainties, seek the attention and support of their audiences. Symbolic aspects play a very important role

in the construction of the political objectives to be achieved (Taylor, 2011; Ihlen, 2011).

The dramatization game, with great care placed on stage design and a perfectly acted script, got results. According to Naegele and Goffman (1956), individuals act in the same way as they would do in a drama, and they present themselves as others wish to see them. Burke's (1989) model had already classified the ritual of political campaigns. His theory considers dramatism to be a method because it invites us to consider motivations from a dramatic perspective, where symbols and language are part of the movement. Just like in the theatre, he defines actors and their scripts, the roles, their movements and gestures. Marshall (2010) emphasized the importance of carrying out a great many activities of this type for public people in order to get greater exposure in the media. In short, a perfectly defined stage performance. These theories are very similar to the concepts of populism that we already know today. In this case, the actor — the Republican candidate — polarized citizens by identifying the opposing candidate as the common enemy, positioning Trump as the solution for all problems to "Make America Great Again". He used patriotic symbols to do this. He was always accompanied by the US flag, or its colours, at rallies or public speeches, kissing or holding it on many occasions. Instead of the politician kissing a child (a very common act in Europe), he kissed the flag, awakening American patriotic feeling. Another commonly used resource is the bargaining and cooperative problem-solving strategy. As we saw earlier, this is the definition of the candidate as a spokesman for the people, gaining a rhetorical advantage when he becomes the voice and representative of the nation where all evils belong to the opposition (Dodd & Collins, 2017). Burke (1989) also points out that actions must be motivated. This is how Donald Trump speaks, for example, about building the "Wall to stop drug traffickers and immigrants from entering".

We can state that Trump's communication style managed to exceed all expectations. Since the start of the campaign, experts of all persuasions seemed to have underestimated the chances of success for Donald's pol-

itics (Lee & Lim, 2016; Ross & Rivers, 2017). Threats such as the wall, or the prevention of Muslim immigration, or breaching trade agreements, made up a populist, grandiose, dynamic and informal communication style that managed to go against all predictions (Bacchetta, 2002; Collins, 2016; Ahmadian, Azarshahi & Paulhus, 2017).

His simple, direct style of communication, which reached all types of audiences, combined with controversial messages (Obama is African, when I'm president I'll put Clinton in jail, I'll throw all the immigrants out of the country, the Arabs are terrorists) built a reputation for showmanship. This led the media from all over the world, and in this case Europe, to devote a lot of space to these messages (Ashcroft, 2016; Gökariksel & Smith, 2016).

Taking these considerations into account, the study of the selected media has analysed not only the messages transmitted by the candidates, but also, as a crucial part of communication, all the symbolism that each of them has used in their campaigns and has been reflected in visuals in various digital newspapers. The presence of party colleagues, singers or actors, in Clinton's case, or of family members or the United States flag, in Trump's case, played a relevant role in this election campaign.

We have chosen the digital formats of eight media outlets with progressive or conservative editorial ideologies, which reflect, in principle, interests that are in line with the Democrats or the Republicans. This will give us an overview of the United States presidential electoral campaign that we witnessed in Europe. "The restraint shown by columnists contrasts with the strong commitment of the headlines to directing the vote of their respective readers, something that is not necessarily surprising in a media system of historically polarized pluralism, accustomed to assuming a role of political leadership" (Campos, Valera & López, 2015, p.1629). It is true that the extremely radical and populist stance of Donald Trump could have caused some conservative newspapers to stop supporting the Republican candidate.

Method

Theoretical approaches formed the basis of the content analysis for the news of the most widely read European newspapers. The aim of the research is take a closer look at the nature of news and learn more about the treatment of visuals that occurred, for the phenomenon we are analysing, in the European digital press.

With this objective in mind, we propose the following hypotheses:

H_1 - Relationship of the newspapers with the candidates:

$H_{1.1}$ - The digital newspapers with conservative tendencies coincide in their editorial ideology with the Republican Party and the elected candidate Donald Trump.

$H_{1.2}$ - The newspapers with progressive tendencies coincide in their editorial ideologies with the Democratic Party and their candidate Hillary Clinton.

$H_{1.3}$ - Newspapers devote more articles and space in their publications to the candidates who share their ideology.

H_2 - Populist messages gain candidates greater exposure.

H_3 - The public relations strategies used by the candidates in the US presidential election campaign are reflected in the visuals found in the digital newspapers.

We opted for content analysis as it allows us to derive reproducible inferences based on specific characteristics identified in the messages (Van der Meer, 2016; Torsvik, 1970; Krippendorff, 1990). This type of analysis allows us to discover trends and reveal differences in the content of the communication. It also allows us to compare messages and means of communication and to identify intentions, appeals and symbolic characteristics. To do this, we used evaluative analysis and frequency analysis.

The eurozone, represented by its 19 member countries, provides greater protection to the EU at a global level, since the euro is the second largest international currency after the US dollar. It is for this reason that, for this research paper, we chose four countries within the euro area (Goodell & Vähämaa, 2013). They were chosen at random and are representative in terms of population. Germany, France, Spain and Belgium together make up 61% of the population. We have selected three of the four larger countries, with Belgium representing one of the countries with a smaller number of inhabitants.

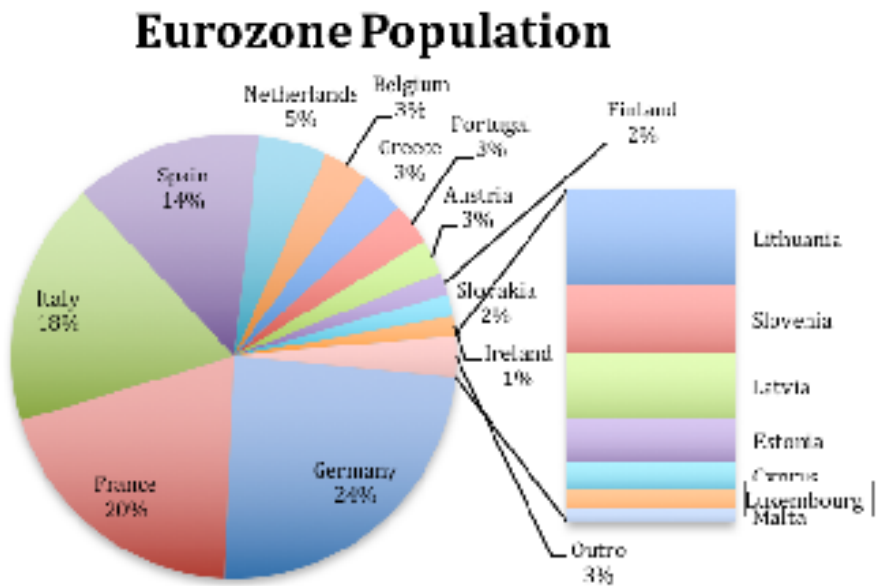


Figure 1. Eurozone population January 2016. Source: Eurostat, 2016

For each country, we selected two newspapers that are representative in terms of audience and editorial ideology: one progressive and the other conservative.

The study scope consists of the following digital newspapers:

Country	Digital newspaper	Editorial ideology	Web address
Germany	Bild-Zeitung	conservative	http://www.bild.de/
	Süddeutsche Zeitung	progressive	http://www.sueddeutsche.de/
France	Le Figaró	conservative	http://www.lefigaro.fr/
	Le Monde	progressive	http://www.lemonde.fr/
Spain	ABC	conservative	http://www.abc.com/
	El País	progressive	http://www.elpais.com/
Belgium	La Dernière Heure	conservative	http://www.dhnet.be/
	Le Soir	progressive	http://www.lesoir.be/

Table 1. List of newspapers and countries in the study.

The analysis of the image of the candidates Donald Trump and Hilary Clinton was carried out using a broad journalistic study, as shown in the technical information summary (Table 2).

Scope	bild.de sueddeutsche.de lefigaro.fr lemonde.fr abc.es elpais.com dhnet.be lesoir.be
Units of analysis	2,463 articles distributed as follows: 181 bild.de, 362 sueddeutsche.de, 261 lefigaro.fr, 579 lemonde.fr 448 elpais.es y 369 abc.es 133 dhnet.be, 130 lesoir.be
Period analysed	1 June - 8 November 2016
Selection criteria for the units of analysis	Key words: “Trump” or “Clinton” with a photo or video in the news article
Reliability	96.2% (Trump and Clinton), validation with 2 encoders 91.5% Clinton, validation with 2 encoders 92.9% Trump, validation with 2 encoders

Table 2. Technical information. Drawn up by the authors.

We chose to start on 1 June, coinciding with the final stages of the primaries of both parties, and end on 8 November. Although the candidates were not yet the official candidates of their parties, they were already identified as such. For this reason, their public speeches were not directed towards the rivals in their own parties, but to the other party. With the object of study in mind, we have selected articles with visuals (photographs or videos), which are processed according to quantitative and qualitative criteria.

With regard to the categories, following the example of Yanes (2004), we developed a codification datasheet, with the information collected structured in the following blocks:

Identification variable	Date	
	Newspaper	
	Candidate	
	Country	
	Editorial ideology	
Information processing variables	Positive	
	Negative	
	Neutral	
Visual composition variables	Importance of the candidate in the image.	Close-up portrait shot of candidate
		Medium shot of candidate with US flag or emblems
		Medium shot of candidate
		Family of candidate
		Party members with candidate
	Photograph or video	Party members
		Other motifs
		Trump
		Clinton
		Other

Table 3. Information on the study variables. Drawn up by the authors.

Results

The results will be presented in the following way. Firstly, there will be a quantitative analysis cross referencing the following variables: the candidates, countries, the ideology of the newspapers’ editorial line and newspapers. Secondly, a qualitative study will analyse information processing in relation to each of the aspects listed above. The information collected in the first two sections will serve as a base for the study and interpretation of the visuals found in the articles that we will analyse lastly.

Presence of the candidates in the newspapers

The strategies employed by the Republican candidate got him 51.9% of the 2,463 articles analysed in the sample, while only 35.6% were dedicated to Clinton. Articles about both candidates made up 12.5%, as was the case of the three electoral debates on television. Also included in the “both” category are the articles that explain the American electoral process.

In Figure 2, we can observe that of the four countries, France and Spain devoted the most space to the presidential elections. Donald Trump was at the forefront in each of them. With 435 articles, the French newspapers provide 17.7%. The Spanish newspapers are next, with 427 articles and 17.3% of the total.

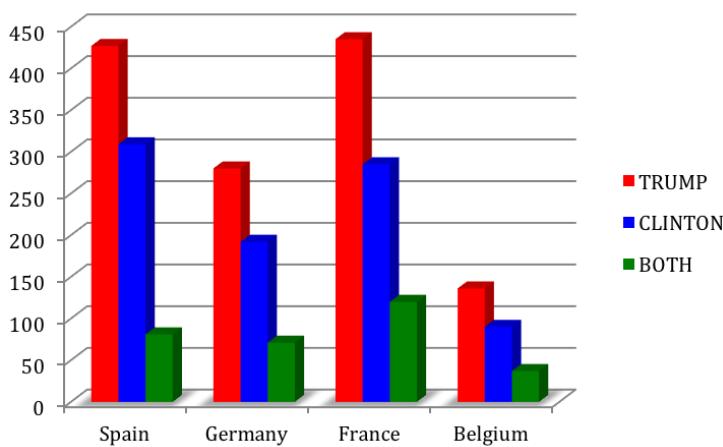


Figure 2. Presence of the candidates in the newspapers by country. Drawn up by the authors.

The decision to stratify the newspapers in the sample as conservative or progressive provides an opportunity to learn about the tendencies of European editorial ideologies. We found that the progressive newspapers were more involved in the electoral campaign, dedicating more attention to it. Articles from the so-called progressive newspapers make up 61.7%, compared to 38.3% provided by the conservative ones. Despite what one might expect, Donald Trump wins again in both cases. Contrary to all journalistic logic, the progressive newspapers give the Republican candidate more exposure than the conservative newspapers do.

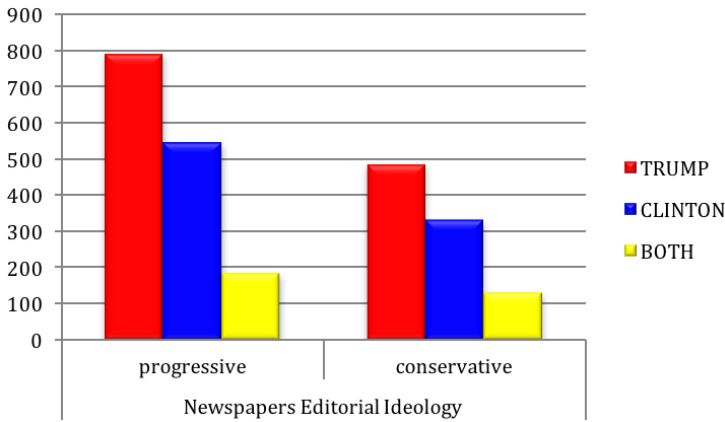


Figure 3. Presence of the candidates in the newspapers by editorial ideology. Drawn up by the authors.

		Newspapers								
Candidate		ABC	El País	Bild	Suddeutsche	Le Monde	Le Figaro	La Soir	La Dernière Heure	Total
TRUMP	Count	185	242	95	185	293	142	72	64	1278
	% by Candidate	14.5%	18.9%	7.4%	14.5%	22.9%	11.1%	5.6%	5.0%	100.0%
	% by Newspaper	50.1%	54.0%	52.5%	51.1%	50.6%	54.4%	55.4%	48.1%	51.9%
	% of Total	7.5%	9.8%	3.9%	7.5%	11.9%	5.8%	2.9%	2.6%	51.9%

CLINTON	Count	143	166	59	133	202	83	44	46	876
	% by Candidate	16.3%	18.9%	6.7%	15.2%	23.1%	9.5%	5.0%	5.3%	100.0%
	% by Newspaper	38.8%	37.1%	32.6%	36.7%	34.9%	31.8%	33.8%	34.6%	35.6%
	% of Total	5.8%	6.7%	2.4%	5.4%	8.2%	3.4%	1.8%	1.9%	35.6%
BOTH	Count	41	40	27	44	84	36	14	23	309
	% by Candidate	13.3%	12.9%	8.7%	14.2%	27.2%	11.7%	4.5%	7.4%	100.0%
	% by Newspaper	11.1%	8.9%	14.9%	12.2%	14.5%	13.8%	10.8%	17.3%	12.5%
	% of Total	1.7%	1.6%	1.1%	1.8%	3.4%	1.5%	0.6%	0.9%	12.5%
Total	Count	369	448	181	362	579	261	130	133	2463
	% by Candidate	15.0%	18.2%	7.3%	14.7%	23.5%	10.6%	5.3%	5.4%	100.0%
	% by Newspaper	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	15.0%	18.2%	7.3%	14.7%	23.5%	10.6%	5.3%	5.4%	100.0%

Table 4. Presence of the candidates in the newspapers. Drawn up by the authors.

Analysing row “% by newspaper” of Table 4 for Trump, it is evident that, with the exception of the Belgian conservative newspaper “La Dernière Heure”, at 48.1%, all the newspapers, regardless of political ideology, exceed 50% in favour of the Republican candidate. The average across all of them is 51.9%.

After analysing the results, we can reach the conclusion that Donald Trump has more media presence in all the fields analysed, gaining greater visibility in the European press than his rival Hillary Clinton, regardless of ideology, country or newspaper.

Information processing in the newspapers

Populist speeches, regardless of their influence on the population, tend to be rejected by the European press. The amazed reaction to Brexit and its victory on the front pages of newspapers is very recent. The current phenomena of Le Pen in France and the memory of the populist speeches of the dictators Hitler and Mussolini are still present.

We will now analyse the information processing variable with the values: positive, negative or neutral news article. As before, we will study it by candidate, country, editorial ideology and newspaper.

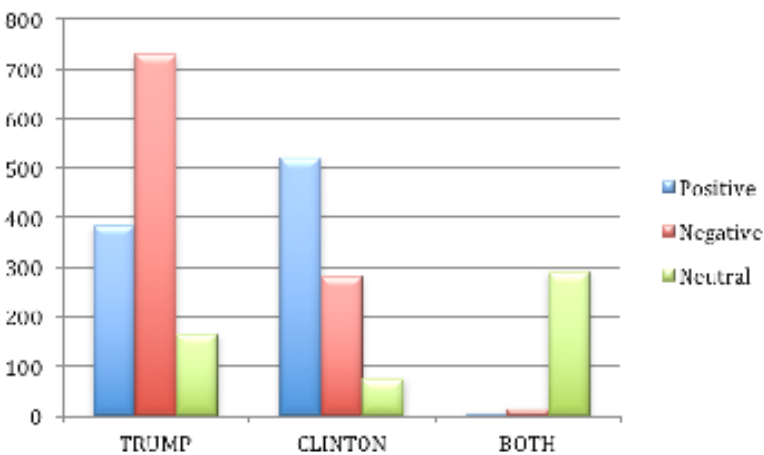


Figure 4. Information processing by candidate. Drawn up by the authors.

The European press does not like populist messages, and Donald Trump takes first place for negative news articles. However, positive news on Trump is noticeably higher than negative news on Clinton.

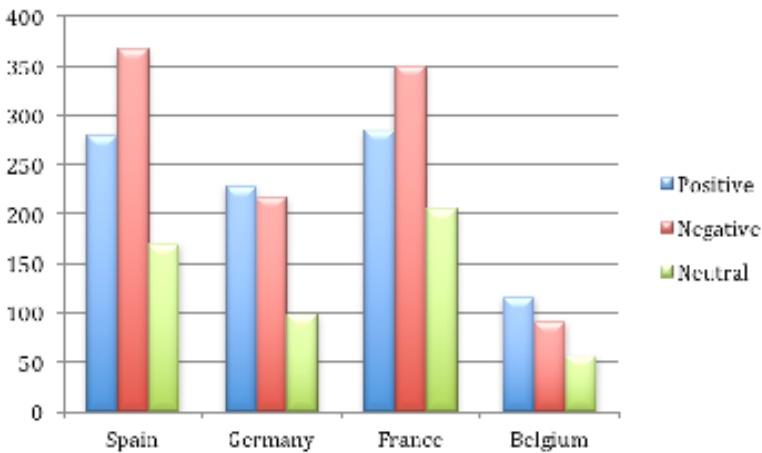


Figure 5. Information processing by country. Drawn up by the authors.

The consensus ends for the first time if we analyse the results by country. Germany and Belgium have a higher number of positive news articles about the electoral campaign than France and Spain, which prefer a negative outlook in their editorials.

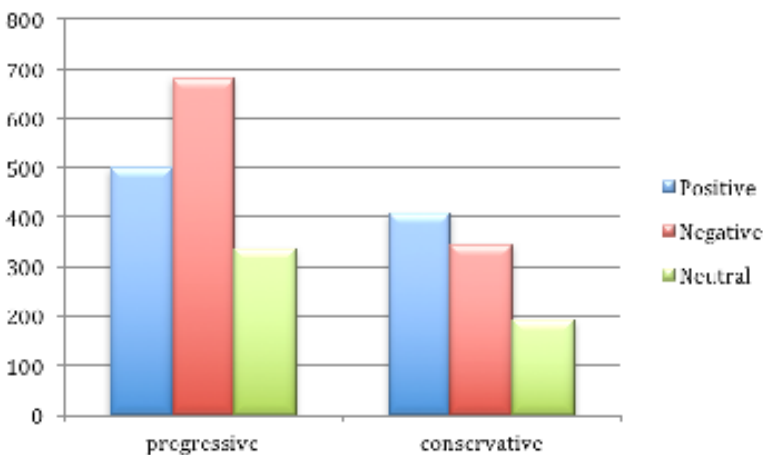


Figure 6. Information processing by editorial ideology. Drawn up by the authors.

While the conservative newspapers base their strategy on positive contributions and news, the progressive newspapers prefer to devote their time and effort to negative news.

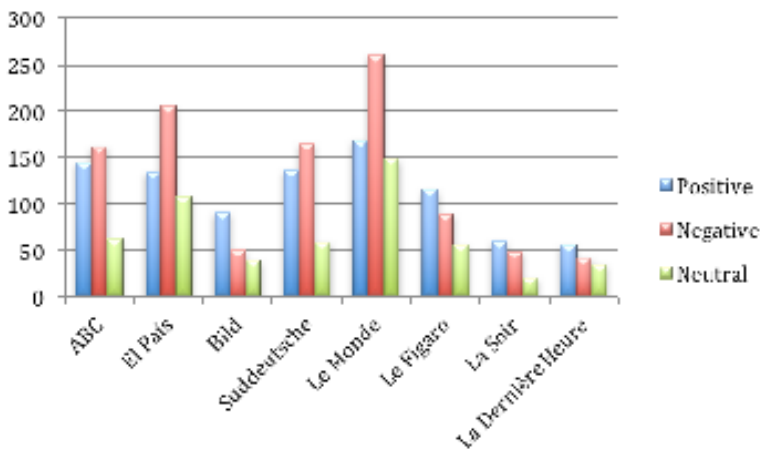


Figure 7. Information processing by newspapers. Drawn up by the authors.

Spain's ABC is the only ideologically conservative newspaper that published negative articles, in line with the progressive newspapers.

The importance of image for candidates

In today's society, television and, above all, social networks have got the public used to consuming messages fast. Rather than reading long electoral programmes, people prefer to get clear, concise ideas. Images play an ever more decisive role in this scenario. Parties strive to present strong candidates that seduce voters with their charisma.

Currently, visuals that are inserted in newspapers, photographs and videos provide the setting, symbolism, companions, expression or hand position of the leaders. All these symbols constitute elements of differentiation that are used to reaffirm identity. Normally, they tend to be made up of the party's emblems, colours or flags. While it is true that these symbols will strengthen an active supporter's identification with the party, they can be a problem when it comes to capturing new votes among the undecided.

With this in mind, in United States elections, on many occasions, national signs have replaced party signs. This is true for Hillary Clinton, who wore the three colours of the flag at the three presidential debates; red for the first debate, blue for the second and white for the third.

In the main, two elements have an influence on formation of the image of the electoral candidates. Firstly, the strategies of the parties and the political actions that the newspaper covers are established. The actions of public relations play a crucial role when organizing events, rallies etc., which in addition to bringing the candidate closer to his or her supporters and voters, assures media coverage (Table 5). Secondly, the editorial ideology of the newspapers, which are those that determine, through their choice of images, the attitudes and concrete situations in which they appear and the prominence of each candidate with respect to his or her opponent. Neither the information nor the visuals are neutral descriptions of reality;

everything is perfectly studied and planned in the public relations strategies designed by the candidates (Figures 8 and 9).

		Candidate Visuals (C.V.)							
Candidate (C)		Other motifs	Party members	Party members with leader	Leader's family	Medium shot of leader	Medium shot of leader and flag	Close-up portrait shot of candidate	Total
TRUMP	Count	262	94	29	69	443	274	107	1278
	% within C	20.5%	7.4%	2.3%	5.4%	34.7%	21.4%	8.4%	100.0%
	% within C.V.	51.1%	44.5%	28.4%	68.3%	46.2%	72.9%	53.0%	51.9%
	% of Total	10.6%	3.8%	1.2%	2.8%	18.0%	11.1%	4.3%	51.9%
CLINTON	Count	136	112	72	26	373	90	67	876
	% within C	15.5%	12.8%	8.2%	3.0%	42.6%	10.3%	7.6%	100.0%
	% within C.V.	26.5%	53.1%	70.6%	25.7%	38.9%	23.9%	33.2%	35.6%
	% of Total	5.5%	4.5%	2.9%	1.1%	15.1%	3.7%	2.7%	35.6%
BOTH	Count	115	5	1	6	142	12	28	309
	% within C	37.2%	1.6%	0.3%	1.9%	46.0%	3.9%	9.1%	100.0%
	% within C.V.	22.4%	2.4%	1.0%	5.9%	14.8%	3.2%	13.9%	12.5%
	% of Total	4.7%	0.2%	0.0%	0.2%	5.8%	0.5%	1.1%	12.5%
Total	Count	513	211	102	101	958	376	202	2463
	% within C	20.8%	8.6%	4.1%	4.1%	38.9%	15.3%	8.2%	100.0%
	% within C.V.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	20.8%	8.6%	4.1%	4.1%	38.9%	15.3%	8.2%	100.0%

Table 5. Importance of the candidate in the visual. Drawn up by the authors.

“Other motifs” is considered the smallest value and they are visuals that are not included in the other items because it is impossible to create as many variables as there are cases. Some of them have a strong meaning, as was the case with the photo published by Le Figaro on 5 November 2016 showing Leslie Bauman’s two-storey house painted like the American flag with

a giant figure of the Republican candidate next to it. These photographs are left as anecdotes of the research.

The newspapers mostly use medium shots, which allow clarity in the image without losing detail.

In Table 5, we can observe that part of Hillary Clinton's strategy is the support of her party members in rallies and events. The figures of Barack and Michelle Obama and other party colleagues campaigning individually or with her accounts for 21% of her visuals. The Democratic candidate wants to show that her party is behind her.

Another sector that supports her in her appearances includes singers, actors and sports personalities. In short, leaders that set trends and influence opinions.

At family level, things are very different. There are no pictures of her daughter in the newspapers analysed, and Bill Clinton almost never appears. Her husband's sex scandals are detrimental to them. It is only in the first part of the campaign that he makes an appearance.

She is always supported at rallies by an audience that identifies with her voter. She aims to create a close link with different social groups.

Donald Trump might well be the exact opposite. Remaining faithful to his slogan "Make America Great Again", he is surrounded by flags at all times. As the headline in *Le Figaro* on 3 February 2016 says, "*Le trumpisme est un nationalisme renvoyant à l'Amérique des origines*" and this is why the flag plays a crucial role in Trump's stage design. 21% of his visuals contain flags or elements that represent the nation. Patriotism and nationalism are the central concepts of his speeches.

He usually takes to the stage alone, sharing it on occasions with his wife and children (5.4%) or his vice president (2.3%).

Some candidates appear warmer than others; some draw on their personal charisma, while others look to their party for support. The prominence of one demeanour or another is decisive in each candidate’s style, as well as in the communication of credibility and trust, and in how they connect with citizens.

In second place is the editorial ideology of the newspapers. Figures 8 and 9 analyse the image of each candidate in relation to each newspaper.

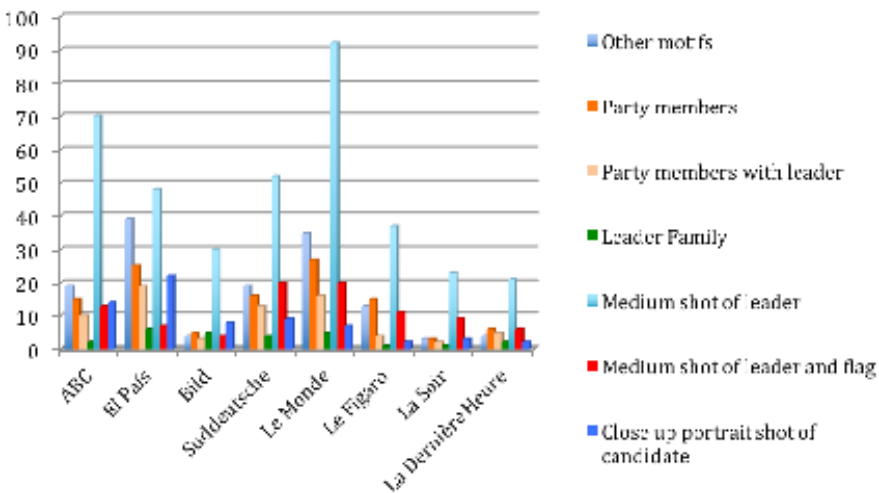


Figure 8. Importance of the visual of the Democratic candidate by newspaper. Drawn up by the authors.

A significant detail to highlight from Figure 8 is the treatment that left-leaning newspapers El País and Le Monde give the visuals of “Party Members” or “Party Members with Leader”; in both cases the newspapers promote Clinton’s presence. In contrast, the German tabloid Bild publishes almost no visuals of this type. For Bild, the rallies of Barack and Michelle Obama did not exist, and it limits itself to medium shots of the Democratic leader.

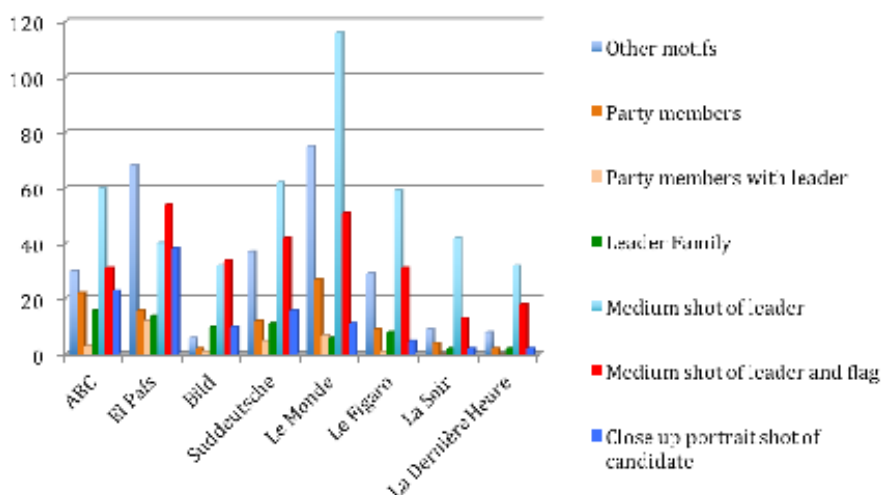


Figure 9. Importance of the visual of candidate Trump by newspaper. Drawn up by the authors.

The left-leaning Spanish newspaper *El País* likes to accompany its most critical articles with a “close-up portrait shot of candidate”, always showing an angry or contorted face (15.7%).

But in reality, Donald Trump’s strategy has been successful in the European press. Turning again to *El País*, it is especially surprising that the most published image is the one of Trump with the American flag (22.3%). The headlines in the newspaper are very critical, as we saw earlier, but the visuals can be considered positive; in keeping with the Republican candidate’s strategic line of patriotic nationalism. The other newspapers that follow the practice of publishing pictures of the candidate with the flag are the left-leaning *Le Monde* and *Süddeutsche*.

This detail confirms that the Trump cabinet’s campaign strategies achieved their objectives. The power of visuals rises above the editorial ideologies of the newspapers.

Conclusions

The emergence of new technologies and the increased use of visuals offer extensive communicative benefits and multiply public relations opportunities. All this has meant, for PR, an improvement in speed, interaction and actions aimed at stakeholders.

The images of the digital newspapers in their photograph or video formats are an unbeatable source of information with which to analyse electoral campaigns. American cabinets and politicians take this into account and know that these images speak for themselves.

One example is Trump, who reflects, in newspaper visuals, a charisma and a constant tone of euphoria that his rival does not possess. This is combined with simple language that reaches the entire population, regardless of their educational or cultural level. At a time of crisis and loss of employment and purchasing power, citizens want politicians to provide solutions to their problems. It is precisely at these moments that simple, populist messages have a greater impact on the population. The Republican candidate's message roused Americans' pride with what is now called Trumpist nationalism (Stein, 2017; Visser, Book & Volk, 2017). Thus the message was conveyed that a successful businessman would solve the country's problems. Recovering traditional values is his objective; all this summed up in a simple but powerful slogan "Make America Great Again". What better way to act out your slogan than kissing the American flag at rallies?

Hillary Clinton is completely the opposite. She has perfect knowledge of the establishment and has an unbeatable political preparation. Her party supports her and was in power at the time, with the charismatic Barack Obama as president. The newspapers showed photographs of her at rallies, surrounded by people; supporters from her party, the young, adults, women, and men. She preferred to stand next to a party colleague at a rally with people in the background than alone with flags like her rival. Michelle's rallies (Burrell, Elder & Frederick, 2011), led by a well-loved woman, provided

the perfect setting. Clinton's strategies were well defined; her image and dramatization well maintained. It is true that show business plays a greater and greater role in United States election campaigns.

By analysing the results, we can observe that hypothesis $H_{1.1}$ is true in three of the four conservative newspapers. The German newspaper Bild, followed by Le Figaro, are particularly staunch supporters of the Republican candidate. They almost totally ignored the Obama family's rallies in their articles and pictures. Their headlines are synchronized with their pictures. Conversely, Spain's ABC newspaper distanced itself from Trump from September.

With respect to $H_{1.2}$, it is true that the newspapers with progressive editorial ideologies supported the Democratic candidate. However, it is true that seeking maximum journalistic accuracy has provided a lot of information about the emails and her problems with the FBI or WikiLeaks, giving a negative image of Clinton.

$H_{1.3}$. "Newspapers devote more articles and space in their publications to the candidates who share their ideology." For the progressive newspapers, this third sub hypothesis is not true. They devoted more articles to criticizing the Republican candidate than to talking about Clinton. Messages against immigration or his treatment of women, among many others, caused the progressive newspapers to devote all their time to criticizing Trump. However, the hypothesis is correct for three conservative newspapers.

H_2 . Trump's populist messages, and the controversy he generated, caused both the progressive and conservative newspapers to write mostly about Trump, earning him unprecedented exposure.

H_3 . The public relations strategies based on symbolization and dramatization used by the candidates in the US presidential election campaign are reflected in the photographs and videos found in the newspapers. The hypothesis is accepted. The impact of the strategies designed by the cabinets on the images of our digital newspapers is confirmed, especially with

regard to Donald Trump. It has been demonstrated that the visual used on many occasions contradicts the title of the article. Trump provides us with an example: kissing the flag and taking one everywhere is one of the strongest symbols of patriotism, and this image of Trump is captured to perfection. The progressive digital newspapers are the ones that use this resource most. Therefore, whether the title of the article is for or against, the image published is the one that the candidate designed.

It has been found that the candidates' stage design has indeed been perfectly reflected by the newspapers.

After analysing the newspapers from the four countries, we have reached two main conclusions. The first is that the role of the cabinets in developing and carrying out their public relations strategies was a total success; the digital newspapers studied captured them fully. The second is that the progressive newspapers analysed were not able to interpret the images that they included in their articles. As a result, these photographs or videos have gone against the critical ideology of the published article. In these cases, the editors of the newspapers and the journalists responsible for writing the news stories did not pay enough attention to the value of visuals.

Funding: This work was supported by the Spanish Ministry of Science and Innovation. National R&D Programme. (Project code: CSO2016-79357-R).

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PROFESSIONAL ASSOCIATIONS OR ACTIVISTS? THE CASE OF CONFERP IN DEFENDING AN ETHICAL IDENTITY FOR PUBLIC RELATIONS IN BRAZIL

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Introduction

Ethics have taken a central position in professional and academic circles in the debate about public relations, what public relations does and how it should be practised today. Several reasons can be identified for this enquiry into norms, some of which are historical and others contextual. Historical reasons include, among others, the scattered origins of the profession, closely tied to propaganda and advertising, its contentious relationship with the world of journalism and the connotation of manipulation or spin of information and public opinion. The contextual reasons arise from the citizens' current "implosion of trust" (Edelman, 2017) in institutions, governments and organizations and a media world significantly weakened by phenomena such as fake news and social bots.

The theme of ethics has been at the heart of theories on public relations. There are several authors who seek answers to the ethical issue that hovers over the very mission of this profession: how can public relations

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reconcile values that appear to be irreconcilable, as in private interests (of companies) and public interests (of citizens)? Bowen (2008), for example, positions public relations as organizations' awareness and public relations professionals as ethical advisers. A position that can only be possible if the practice of public relations is guided by a universal, imperative, Kantian-type ethics (Bowen, 2004). Leeper (1996) suggested applying Habermas's discourse ethics to public relations, highlighting their alignment with Grunig's two-way symmetrical model of public relations (1992, 1996). Other authors, including Pearson (1989), Burkhart (2004, 2009) and Gonçalves (2013), were also inspired by Habermas to defend dialogic ethics for the practice of public relations as a process of mutual understanding.

Despite the fertile theoretical ground, in this article we have decided to discuss the theme of the ethics of public relations from the perspective of professional associations and councils, which from the start focused on thinking about the ethical dilemmas that run through professional praxis. The first part of this article discusses major international codes of ethics for public relations adopted by the main international public relations associations in order to map the main institutionalized values. Codes are a moral reflection focused on a profession's rights and duties and establish the basic moral rules demanded in that profession. They are, for that very reason, the first step towards self-regulation of professional conduct, a fundamental step in the professionalizing and legitimation process of any professional activity.

The second part narrows the analysis to the situation in Brazil. Public relations practice in Brazil offers a rich field of study to understand the profession's ethical questions. Starting with a brief analysis of the development of regulation for the profession in Brazil, we shall focus our attention on the Conferp System and its defence of ethical PR practice. The ultimate aim is to understand what major values underlie public relations practice in Brazil and how they contribute to solidifying it as a profession.

Professional associations: the guardians of ethical conduct in public relations?

Codes of ethics reflect the evolution in a profession's rules. Usually drawn up, approved and updated by professional associations, codes of ethics may be understood as the result of continuous negotiation between the profession and the society in which its professionals act (Frankel, 1989). Professional associations and councils, in their struggle for the groups' interests, occupy a fundamental role in monitoring best practices and the application of codes of ethics.

In 1965, the International Public Relations Association (IPRA)⁴ adopted the international code of ethics, known as the Code of Athens. This code was written by Lucien Matrat, a pioneer in public relations in France, and reflects an optimistic view of the world after the Second World War in its significant connection to the "Universal Declaration of Human Rights" drawn up by the United Nations in 1948 (Watson, 2014). The Code begins with a contextualization on fundamental human rights, stating that "in the course of their professional duties and depending on how these duties are performed, Public Relations practitioners can substantially help to meet these intellectual, moral and social needs"; Considers that "the use of the evolving techniques enabling them to come simultaneously into contact with millions of people gives Public Relations practitioners a power that has to be restrained by the observance of a strict moral code".⁵

For Tim Traverse-Healy (1988), one of the founders of the Chartered Institute of Public Relations (CIPR) and the International Public Relations Association (IPRA), Matrat's code highlights the central values of public relations – truth, dialogue and respect for the public interest – as in the examples below (*italics added*):

4. More information at www.ipra.org/

5. The Code of Athens can be viewed in full at: www.ipra.org/static/media/uploads/pdfs/ipra_code_of_athens.pdf (accessed 2 March 2019)

- The PR practitioner should refrain from “Subordinating the *truth* to other requirements” (paragraph 11) and “Circulating information which is not based on established and ascertainable facts” (paragraph 12).
- “To establish the moral, psychological and intellectual conditions for *dialogue* in its true sense, and to recognize the rights of these parties involved to state their case and express their views” (paragraph 7).
- “To act, in all circumstances, in such a manner as to take account of the respective interests of the parties involved; both the interests of the organisation which the practitioner serves and the interests of the *publics concerned*” (paragraph 8).

One of the first studies on professional associations’ codes was carried out by Herbert Lloyd in 1973, covering 26 countries. This study highlighted that the Code of Athens was adopted in full or with some variations by most of the member associations surveyed (82%). It also revealed that “42 percent have a quasi-legal procedure for the enforcement of Codes of Ethics” with very different levels of severity: from mere criticism or warning to suspension or expulsion for the offender (1973, p.4).

For some other authors, associations’ lack of power to impose sanctions on those who break codes is one of their greatest problems (Wright, 1993; Huang, 2001). Fitzpatrick (2002) outlined the evolution of the code of ethics of the American public relations association, the Public Relations Society of America (PRSA),⁶ over 50 years and discovered that implementation of the code has been weak throughout its history. In the study “Benchmarking of Codes of Ethics in Public Relations” (2002), the Global Alliance (GA)⁷ also detected a lack of mechanisms available to the different associations to apply punishments to their members. This is due to the difficulty in proving that professionals’ conduct actually corresponds to real breaches of the code. Perhaps for that very reason, in the year 2000, when the PRSA revised its

6. www.prsa.org

7. www.globalalliancepr.org

code after more than 50 years, it established that a member could only be expelled in the event of legal proceedings.

The difficulty in applying sanctions may be reason enough to look at codes as mere strategies for managing the profession's image, but several authors continue to defend their importance. Kruckeberg (1989) highlights that, as well as serving as guides for professional activity, codes make it possible to identify a range of expectations underlying the profession. Day (1991) argues that codes of ethics are the best way to encourage professionals not to trust in merely subjective judgements and instead internalize the profession's underlying values. Grunig (2000) stresses that codes of ethics are valuable because they highlight "the divided loyalties that practitioners experience when they try to balance their personal values with those of organizations, publics, and professionals (p. 29). When analysing the codes of 41 professional associations, Taylor and Yang (2015, p.549) identified six dominant themes: (1) *professionalism*, (2) *advocacy*, (3) *moral standards*, (4) *clients' interests*, (5) *expertise*, and (6) *relationships*.

Institutionalized values in public relations codes of ethics

In 2002, the Global Alliance (GA)⁸ began the "Global Alliance Ethical PR Project" with a comparative study of the main international public relations codes. The main result of this project was the development of a global standard for the ethical practice of public relations in the form of a set of principles and declarations – the Global Code of Ethics. Drawn up in 2003, the Code was updated recently, in 2018. This Code begins with an initial declaration:

8. Global Alliance for Public Relations and Communication Management is the confederation of the world's major PR and communication management associations and institutions, representing 160,000 practitioners and academics around the world. The Global Alliance's mission is to unify the public relations profession, raise professional standards all over the world, share knowledge for the benefit of its members and be the global voice for public relations in the public interest.

“As professional communicators and public relations professionals, we have the potential to influence economies and individuals. This carries obligations and responsibilities to society and to clients. We understand that there is a direct relationship between ethical conduct and trust which is critical to our reputation”.⁹

The obligation for members to adopt a code of ethics is a common practice among other international associations, such as the International Association of Business Communicators (IABC), with its “Code of Ethics for professional communicators”, updated in May 2016,¹⁰ and the International Communications Consultancy Organisation (ICCO), with the “Stockholm Charter”,¹¹ adopted in 2003. Founded in 1970, the IABC is “a vibrant global membership association with thousands of members from around the world, representing many of the Global Fortune 500 companies”.¹² The ICCO is a worldwide organization that aims to be the voice of public relations consultants throughout the world. It brings together national associations representing 55 countries spread over Europe, Africa, Asia, the Middle East, the Americas and Australasia. Together, those associations represent more than 2,500 public relations companies.¹³

An analysis of the codes of ethics of the three main international associations – GA, IABC and ICCO – enables us to answer the following question: “What are the main institutionalized values in public relations codes of ethics?” A first reading reveals an alignment in the selection of a set of ethical values and conduct standards that should guide professionals when resolving potential conflicts of allegiance in relation to: 1) duty to oneself; 2) duty to the client organization; 3) duty to the employer; 4) duty to the profession; and 5) duty to society” (Seib & Fitzpatrick, 2006, p.16). The following table

9. The Global Alliance Code of Ethics can be viewed in full here: <https://static1.squarespace.com/static/561d0274e4b0601b7c814ca9/t/56c201e11d07c00b66443b47/1455555043172/GA+Code+of+Ethics.pdf>

10. The IABC Code can be viewed in full here: https://www.iabc.com/wp-content/uploads/2016/02/08-Code-of-Ethics_IEB-Approved_4-May-2016.pdf

11. The Stockholm Charter is available here: <https://iccopr.com/members/stockholm-charter/>

12. Information available on the IABC's official website: www.iabc.com.

13. Data available on the ICCO's official website: www.iccopr.com.

shows the main values and conduct guides, taking examples from the three codes analysed:

Values and standards of conduct	GA, IABC and ICCO Codes
Honesty/Truth	My actions bring respect for and trust in the communications profession (IABC) We will adhere to the highest standards of accuracy and truth in advancing the interests of clients and employers (GA)
Integrity	We will conduct our business with integrity and observe the principles and spirit of the Code in such a way that our own personal reputation and that of our employer/clients, and the public relations/communication profession in general is protected (GA) I do not accept undisclosed gifts or payments for professional services from anyone other than a client or employer (IABC)
Loyalty	We urge members to demonstrate commitment to those they represent, while honouring their obligations to serve the interests of society and support the right of free expression (GA) Consultancies may represent clients with conflicting interests. Work may not commence for a new and conflicting interest without the current client first being offered the opportunity to exercise the rights under any contract between the client and consultancy (ICCO)
Confidentiality	I protect confidential information while acting within the law; I do not use confidential information for personal benefit (IABC) Trust is at the heart of the relationship between a client and a public relations consultancy. Information that has been provided in confidence by a client and that is not publicly known should not be shared with other parties without the consent of the client (ICCO)
Transparency/ Accuracy	I give credit to others for their work and cite my sources (IABC) Public relations consultancies should not knowingly mislead an audience about factual information, or about the interests a client represents. Consultancies must make their best efforts to strive for accuracy (ICCO)
Respect for human rights	We believe in and support the free exercise of human rights, especially freedom of speech, freedom of assembly, and freedom of the media, which are essential to the practice of good public relations (GA) An open society, freedom of speech and a free press create the context for the profession of public relations. Consultants operate within the scope of this open society, comply with its rules, and work with clients that share the same approach (ICCO)

Table 1 - Professional conduct standards and values according to three international communications and public relations associations (adapted from Gonçalves, 2007)

The excerpts from the codes summarized in this table indicate institutionalized values and rules of conduct. They are values that guide professional

conduct in relations with both the professional him or herself and the employer: honesty, integrity and loyalty. With regard to ethical dilemmas that may arise in professionals' relationships with client organizations, a concern with regulating potential confidentiality problems is the most visible. The duty to society is clear in the defence of the value of transparency and respect for human rights.

The argument for a professional practice whose *telos* is defending the organization without forgetting society can be clearly seen in the Global Alliance Code: "We will serve our organisations and employer and client interests by acting as responsible advocates and by providing a voice in the market place of ideas, facts, and viewpoints to aid informed public debate" (GA). It can therefore be argued that the codes reflect the normative ideal advocated by James Grunig in his excellence theory in public relations: "We believe that public relations should be practiced to serve the public interest, to develop mutual understanding between organizations and their publics, and to contribute to informed debate about issues in society" (Grunig, 1992, p.9). Below, we shall try to understand if this normative ideal is also present in the professional identity of Brazilian public relations.

The case of Conferp in Brazil

As in many other countries, public relations in Brazil have been through a five-stage process that sociologists of professions usually call professionalization: (i) the emergence of the full-time occupation; (ii) the establishment of a training school; (iii) the founding of a professional association; iv) the protection of the association by law; and (v) the adoption of a formal code. For space reasons, we shall not present the history of PR in Brazil in this article, but instead focus attention on points relating to regulation of the profession and the defence of a normative code.¹⁴

14. To find out more about the history of PR in Brazil, see Kunsch (2003) or Moura (2008).

Brazil was one of the first countries in the world to legally recognize the profession of public relations, in 1967. The same year, the first undergraduate course in public relations was set up at the Escola de Comunicações e Artes de São Paulo (Kunsch, 1997, p.28). The profession of public relations was created on 11 December 1967 (Decree-Law no. 5,377) and regulated on 26 September 1968 (Decree-Law no. 63,283). One year later, on 11 September 1969, Decree-Law no. 860 came into force, which mentioned the creation of the Federal Council and Regional Councils of Public Relations Professionals. In May 1971, the Conferp System was set up – a federal body consisting of one federal council and seven regional councils that were responsible for the different states of Brazil (Decree no. 68,582).

Since it was set up, Conferp has become the body responsible for the coordination, oversight and discipline of carrying out public relations in order to promote and ensure that the profession is exercised legally and ethically. The exercise of the profession began to be exclusively carried out by graduates from public relations courses registered in the Conferp System.¹⁵ Conferp therefore also oversees, preventively and through reporting, communications agencies, organizations that have a communications section or professional in the field among their staff to guarantee the quality of professional work.

The first Conferp Code of Ethics was published in 1972, a few years after the public relations profession was regulated in 1968. As the profession was, originally, heavily associated with the military regime, Conferp reformulated its code of ethics during the redemocratization process of Brazil over the following years – in 1985, 1987 and 2003. The last update, which was made in 2003 and remains in force today, included penalties for those who break the Code, ranging from fines to removal of professional registration.

15. According to the Brazilian classification of occupations drawn up by the Ministry of Work and Employment, there are 68 regulated professions today, in other words, fields that may require technical training, higher education courses or diplomas to exercise the profession. This number is equivalent to 2.8% of the total number of professions listed in the country. Of these, only the profession of public relations and another 30 have professional councils. Source: <http://conferp.org.br/noticia/nova-gestao-do-conferp-toma-posse-em-brasilia/>

Conferp introduced professional registration as a compulsory condition for exercising the profession in Brazil. In theory, not being registered makes it illegal to exercise the profession, activity or function of public relations, and those who breach this rule, whether a legal or natural person, may be punished by the fines established in the Brazilian Criminal Code and the Conferp normative resolutions. However, the observed reality is very different. A study carried out in 2015 highlighted that 48.32% of Conferp members believed that registration was irrelevant to their careers.¹⁶ According to recent data, in December 2018, there were 19,043 natural persons registered as professionals and 690 as legal persons. In the first group, only 5,629 were working, and only 341 of the second were currently active.

Furthermore, since the 1990s, the dispute with journalism for the profession's territory has been getting worse. There are more and more journalists working in communications consultancy in Brazil in the public and private sectors. In 2012, the survey "*Quem é o jornalista brasileiro? – Perfil da profissão no país*"¹⁷ ("Who are Brazilian journalists? A profile of the profession in the country") indicated that 60% of journalists are employed in communications consultancy.

Aware of this situation, Conferp constantly seeks to promote public relations professionals and the proper exercise of the profession in Brazil. According to strategic guidelines available on its institutional website, it aims to be "the national reference for public relations as a body for a regulated profession within the institutional community, public opinion and strategic communications planning, in order to connect and contribute to the country's political, economic and social system". The values of transparency, citizenship, respect and ethics are beliefs that the organization wishes to keep constant in its work, which has "relationship" as its keyword.¹⁸

16. The results of the study can be found in annex 3 of the 2013-2016 management report available on Conferp's Transparency Portal: <http://conferp.org.br/portal-da-transparencia/>.

17. The study was carried out by the Federal University of Santa Catarina (UFSC) in cooperation with the National Federation of Journalists (FENAJ) and is available at: <http://fenaj.org.br/wp-content/uploads/2016/01/pesquisa-perfil-jornalista-brasileiro.pdf>.

18. Conferp's strategic guidelines are available at: <http://conferp.org.br/sistema-conferp/missao-visao-e-valores/>.

The ethics of PR – global or local values?

Conferp vs Global Alliance

In recent years, Conferp has invested in institutional communication that enhances its role as the defender of ethical professional conduct by Brazilian professionals. To better understand this role, we have chosen to analyse Conferp’s normative positioning in the light of the Global Alliance’s Global Principles of Ethics (2018). Although Conferp and the Global Alliance (GA) have different statuses – one is the federal council of a single country and the other is a confederation of professional associations from several countries – they are similar in the emphasis they have placed on defending the profession and ethical practices.

The research question that has guided our analysis is as follows: “Are the 16 global principles presented by the Global Alliance for PR practice reflected in the professional identity defended by Conferp in Brazil?” To answer our question, we have applied the content analysis method (Bardin, 2011) to the following corpus, each item of which is presented below: (i) Conferp Code of Ethics (2003), (ii) institutional website (2019), (iii) two institutional campaigns (2016; 2017), (iv) three e-books (2016; 2018). We then performed a content analysis to identify, codify and quantify the 16 Global Alliance guiding principles, summarized in the following table, in the seven items that form the corpus for analysis.

GUIDING PRINCIPLES	Working in the public interest
	Obeying laws and respect diversity and local customs
	Freedom of speech
	Freedom of assembly
	Freedom of media
	Honesty, truth and fact-based communication
	Integrity
	Transparency and disclosure
	Privacy

PRINCIPLES OF PROFESSIONAL PRACTICE	Commitment to continuous learning and training
	Avoiding conflict of interest
	Advocating for the profession
	Respect and fairness in dealing with publics
	Expertise without guarantee of results beyond capacity
	Behaviours that enhance the profession
	Professional conduct

Table 2 - Set of principles and declarations for ethically practising public relations proposed by the Global Alliance. Source: www.globalalliancepr.org/code-of-ethic/

(i) Code of Ethics for Public Relations Professionals

The first code of ethics was published by Conferp in 1972. The code was last reformulated in 2003, and remains in force today. Conferp's code is organized into 38 articles and subdivided over 10 sections: 1. On General Responsibilities; 2. On Relations with the Employer; 3. On Relations with the Client; 4. On Professional Fees; 5. On Relations with Colleagues; 6. On Relations with Professional Bodies; 7. On Relations with Justice; 8. On Professional Secrecy; 9. On Political Relations and Lobbying; 10. On Observance, Application and Validity of the Code of Ethics.¹⁹

(ii) Institutional Website

The current website of the Conferp System,²⁰ launched on 4 January 2019, is responsive to mobile devices, allows users to register to receive newsletters from Conferp, has a section on news and space for publishing articles written on public relations. In this survey, we analysed the following sections: Who We Are/Conferp System, Who We Are/Mission, Vision and Values, Public Relations/Areas of Work, Campaign and the homepage banners.

(iii) Institutional Campaigns

We analysed two institutional campaigns carried out by the Conferp System that were shared on digital media.²¹ The 2016 campaign focused

19. The Code of Ethics for Public Relations Professionals may be viewed in full here: <http://conferp.org.br/site/wp-content/uploads/2018/12/CódigoÉtica.pdf>.

20. <http://conferp.org.br>

21. The campaigns are available here: <http://conferp.org.br/campanha/>.

on the message “*Successful communication begins with public relations. The Federal Council of Public Relations Professions is the body that monitors and encourages best practices among professionals, from training to exercising the profession.*” Its target audiences were public relations professionals and students and businesspeople. Its main goals were to: a) position public relations personnel as professionals suitable for managing business communication; b) strengthen the importance of registration among public relations students and professionals; and c) establish the main activities performed by public relations professionals. The 2017 campaign’s main messages was “*Public Relations: building good examples to transform society. Public Relations professionals are the partners of businesses, institutions and organizations in civil society that take the initiative to perform transforming actions that inspire and engage everyone to work for a better world.*” Its target audiences were society in general, public relations students and teachers. The campaign’s main goals were to: a) position public relations as a social transformation activity; b) reinforce public relations as a regulated profession; and c) establish the main activities performed by public relations professionals.

(iv) E-books

We analysed three e-books produced by Conferp: (1) the *Manual Sistema Conferp* (Conferp System Manual),²² composed of 20 pages and published in 2016, which was drawn up based on laws, resolutions and rules that guide Conferp’s actions and the exercising of public relations as a profession in Brazil; (2) the e-book *Relações Públicas – 10 Cases de Sucesso: Do Desafio ao Resultado* (Public Relations – 10 Success Stories: From Challenge to Result),²³ also published in 2016, which sets out the experiences reported by several professionals over 22 pages; (3) the e-book *Relações Públicas e Cidadania – 10 Cases de Sucesso* (Public Relations and Citizenship – 10 Success Stories),²⁴ published in 2018, which was organized by Conferp in partnership with

22. *Manual Sistema Conferp* can be viewed in full at: http://conferp.org.br/site/wp-content/uploads/2018/07/pdf_manual_conferp.pdf.

23. The e-book *Relações Públicas – 10 Cases de Sucesso: Do Desafio ao Resultado* can be viewed in full at: http://conferp.org.br/site/wp-content/uploads/2018/07/pdf_ebook_cases_rp.pdf.

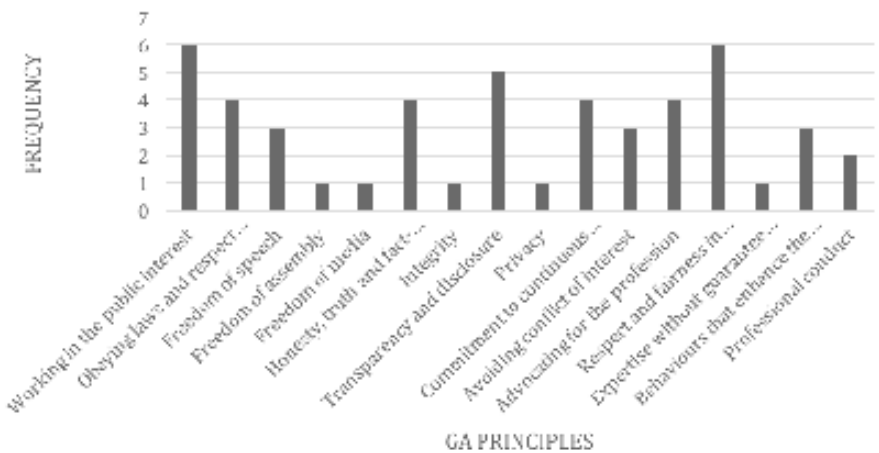
24. The e-book *Relações Públicas e Cidadania – 10 cases de sucesso* can be viewed in full at: http://conferp.org.br/site/wp-content/uploads/2018/07/ebook_camp_conferp.pdf.

the Brazilian Public Relations Association (ABRP). Its 24 pages present 10 success stories developed by the community of public relations professionals and teachers, which justify public relations practices working towards exercising citizenship.

Analysis and discussion of the data

The data was analysed using a framework formed of the 16 Global Alliance (GA) principles. The frequency of each principle in the seven items analysed was indicated using a binary system (0–not present; 1– present). The data were summarized in 2 graphs: Graph A indicates the frequency of each GA principle in the corpus analysed; Graph B shows the frequency of every GA principle in each of the seven items analysed.

GA principles vs corpus analysed



Graph A: GA principles in the corpus analysed
Key: up to 2 – low; 3-4 – low-mid; 5-6 – mid-high; 7 – high.

As we can see in Graph A, none of the Global Alliance’s principles was found throughout the corpus. There are three principles with a **mid-high** frequency: *Working in the public interest* (freq. 6); *Respect and fairness in dealing with publics* (freq. 6); and *Transparency and disclosure* (freq. 5). These principles deal with the role as a mediator between the public interest and the interests of the organization, already highlighted in our theory review (Grunig, 1992,

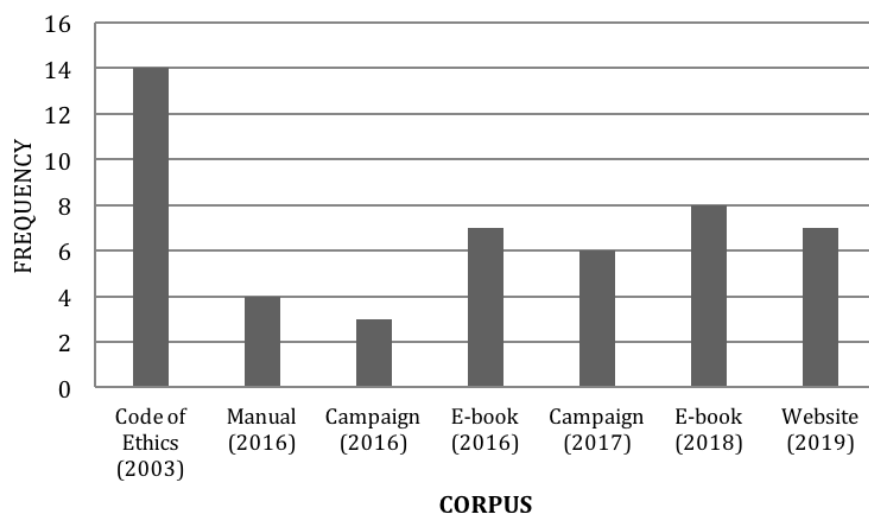
2001) and the comparative analysis of the codes of the three international associations (Table 1). Furthermore, as Duarte (2011) says, transparency is more than accountability and providing information. It is a feature that can boost dialogue by stimulating access to and availability of supervision mechanisms.

Of the 16 GA principles, seven have a **low-mid** frequency and six have a **low** frequency. The principles *Freedom of assembly*, *Freedom of media*, *Integrity*, *Privacy* and *Expertise without guarantee of results beyond capacity* were found in only one of the items analysed – the Conferp Code of Ethics.

Most of the principles, 13 in 16, have a **low-mid** or **low** frequency in the corpus analysed. The principles related to the reputation of the activity and the positioning of professionals – *Commitment to continuous learning and training*, *Advocating for the profession*, *Avoiding conflict of interest* and *Behaviours that enhance the profession* – have a low-mid frequency but, even so, their frequency is higher in relation to principles connected to universal values set out in the *Universal Declaration of Human Rights* (UN, 1984) – *freedom of speech, assembly and press*.

It can further be highlighted that the principles related to abstract values of *Integrity* and *Privacy* appear in only one of the items analysed – the Conferp Code of Ethics. Similarly, *Expertise without guarantee of results beyond capacity*, one of the more concrete and direct principles of conduct, is present only in the Code. Finally, all the principles appear at least once in the seven Conferp discourse objects analysed.

Corpus analysed vs GA principles



Graph B: Corpus analysed vs GA principles

Key: up to 4 – low; 5-8 – low-mid; 9-12 – mid-high; 13 or more – high.

Graph B shows us which documents produced by Conferp best reflect the principles defended by the Global Alliance (GA). The Code of Ethics is the only piece of content with a **high** frequency of GA principles, containing 14 of the 16 principles defended by the international body. Only two principles are left out: *Respect and fairness in dealing with publics* and *Behaviours that enhance the profession*. It is important to note that the former principles appear in all the other content in the corpus analysed.

None of the content contains a **mid-high** frequency of GA principles. In the corpus analysed, a **low-mid** frequency was found in: the e-book *Relações Públicas e Cidadania: 10 Cases de Sucesso* (2018) (freq. 8); the e-book *Relações Públicas 10 Cases de Sucesso: do desafio aos resultados* (2016) (freq. 7); the institutional website (2019) (freq. 7); and the 2018 institutional campaign (freq. 6). Finally, the content with **low** frequencies are the Conferp System manual (freq. 4) and the 2016 institutional campaign (freq. 3). This campaign included the lowest number of principles of the entire corpus analysed.

The data therefore indicate an alignment between the Conferp Code of Ethics and the Global Alliance principles of around 87.5%. Based on the data analysed, we can infer that, apart from the Code of Ethics, the e-books and institutional website are the content that has the greatest ability to disseminate the profession's global ethical principles. It can be understood that the institutional campaigns, perhaps due to their advertising format, are more limited channels for transmitting and reinforcing professional ethical aspects, and were produced, above all, with the aim of informing the public about the main actions carried out by public relations professionals. Nonetheless, it is strange that the Conferp System Manual (2016) did not include a space dedicated to the profession's ethical issues.

In search of an ethical professional praxis

Be it in public relations or in any other profession, codes of ethics exist for at least two interrelated reasons: to reinforce public trust in the profession and guide professional conduct (Abbott, 1988; Banks, 2003). The way in which codes of ethics reinforce public trust in a profession is by making a public declaration of the ethical standards of conduct that people can expect from a group of professionals. Therefore, a code of conduct acts as a kind of promise made by a group of professionals to those that trust in their services. Naturally, for a professional code of conduct to provide guarantees to the public about a profession's trustworthiness, the professionals' conduct must be more or less consistent with the code. Codes of ethics therefore serve to guide or regulate professional conduct.

The 16 principles listed by Global Alliance suggest an ideal standard of behaviour that reflects the most common ethical questions in the profession and are guides in the decision-making and action processes. They therefore convey what Parsons (2004, p.20-21) calls the "five pillars of public relations ethics" that "carry the weight of ethical decision-making in public relations practice": veracity (to tell the truth); non-maleficence (to do no harm); beneficence (to do good); confidentiality (to respect privacy); fairness (to be fair and socially responsible).

Ideally, the standard of behaviour defended by the Global Alliance is global and can be expected anywhere on the planet. Our research confirmed that the 16 global principles of the Global Alliance are largely reflected in the Conferp Code of Ethics in Brazil. As a professional council, Conferp has legal responsibilities for coordination, oversight and discipline in carrying out public relations in order to promote the profession and ensure it is exercised legally and ethically. It therefore defends the group by overseeing professional action and complying with a code of ethics similar to the Global Alliance's international code.

What also became clear in our study was that Conferp, by way of its strategic communication and power for argumentation, is also proactive in defending ethical public relations practices. In other words, Conferp plays a role as an activist that goes beyond oversight of compliance with the code of ethics. It was found that the Global Alliance's principles are also present, although with different visibility, in different items produced by Conferp – the institutional website, institutional campaigns and e-books. *Working in the public interest*, *Respect and fairness in dealing with publics*, *Transparency and disclosure* were the principles found most often in the different discourse objects analysed. Although the principle *Respect and fairness in dealing with publics* is missing from the Conferp Code of Ethics, it is often mentioned in all the other items analysed.

So it could be argued that Conferp uses different communication strategies to promote the issue of professional identity, focusing on the ethical issue. The initiatives, as well as publications, campaigns and the website itself, demonstrate the organization's concern to engage with the professional group, without forgetting to highlight different values and principles of conduct. Under the umbrella of ethics, Conferp seeks to get close to professionals, academia and society in general, restating its desire to be a national reference as the body of a regulated profession in the institutional community, public opinion and strategic communication strategy.

This study is therefore believed to be relevant to call attention to the issue of association activism focusing on the ethical issue, without being restricted to the code of ethics. The results of this study are our contribution to showing how Brazil's Conferp System manages to play a dual role as professional council and ethical activist and that using different communication strategies it is able to maintain a dialogue with Brazilian public relations to achieve its goals as an association and as an activist.

In the seminal work *Effective Public Relations*, Scott Cutlip highlights that public relations “are judged by their impact on society” (1985, p.193). Professional associations’ codes of conduct, therefore, as indicators of institutionalized values, are and will continue to be fundamental items in monitoring the actions of public relations in the public sphere and evaluation of the profession by public opinion. If, as well as publicizing and overseeing their codes of ethics, associations and professional councils implement other communication strategies focusing on the principles of professional conduct, the important and necessary ethical discussion underlying the public relations profession will surely become more present and consistent. Because the legitimation of the actions of public relations and all those who work in the strategic communication field will and must always come from ethical praxis.

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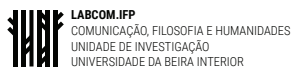
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In this book we present the latest advances made in strategic and organizational communication. Beyond traditional approaches, we propose new ways of doing and understanding communication in today's society. We discuss situations far from the traditional path. We delve into global citizens' problems and the way in which dialogue and participation processes are connected. The problem of evictions and the emergence of citizens as new political actors, the management of sustainability in the digital era, the development of positive communication in socially aware companies, grassroots movements in defence of public space, how resilience can shape education, the use of brands and professional associations as activists in the defence of public interests, the feminization of politics and the power of visual elements in political campaigns are some of the issues addressed in this volume.

In the book, communication is considered as the strategy to raise our voices and be heard. Strategic and organizational communication takes on an activist role to create a society that is fairer and more committed to citizens.

The diversity represented in this book, not only with respect to the authors' nationalities, but also in the theoretical and empirical approaches, reflects one of the most salient features of the European Communication Research and Education Association (ECREA) and the Organizational and Strategic Communication Section's identity.